

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
*Bureau of Quality Assurance and Improvement*



***QUALITY SERVICE REVIEW***  
**Final Report for**  
***Center for Life Management***

Issued January 14, 2020

## ***Acknowledgements***

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The Department of Health and Human Services, Bureau of Quality Assurance and Improvement (BQAI) acknowledges the significant effort the Center for Life Management staff made to have its Community Mental Health Center (CMHC) Quality Service Review (QSR) be a success. BQAI also thanks the CMHC QSR review team, which included staff from BQAI and staff from the Division of Behavioral Health.

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## ***Acronyms***

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ACT	Assertive Community Treatment
BMHS	Bureau of Mental Health Services
BQAI	Bureau of Quality Assurance and Improvement
CII	Client Interview Instrument
CLM	Center for Life Management
CMHA	Community Mental Health Agreement
CMHC	Community Mental Health Center
CRR	Clinical Record Review
DHHS	Department of Health and Human Services
DRF	Designated Receiving Facility
DBH	Division for Behavioral Health
IPA	Inpatient Psychiatric Admission
ISP	Individualized Service Plan
NHH	New Hampshire Hospital
OCR	Overall Client Review
QIP	Quality Improvement Plan
QSR	Quality Service Review
SE	Supported Employment
SII	Staff Interview Instrument
SMI	Severe Mental Illness
SPMI	Severe and Persistent Mental Illness

## ***Executive Summary***

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The NH Department of Health and Human Services (DHHS), Bureau of Quality Assurance and Improvement (BQAI) developed a Quality Service Review (QSR) process, in consultation with Representatives of the Plaintiffs and the Expert Reviewer, to assess the quality of the services provided by NH's Community Mental Health Centers (CMHCs) within the following substantive provisions of the Community Mental Health Agreement (CMHA): crisis services, assertive community treatment (ACT), housing supports and services, supported employment (SE), and transitions from inpatient psychiatric facilities, and to evaluate the CMHC's achievement of the intended outcomes of the CMHA. The state is required to conduct a QSR at least annually.

To evaluate the quality of the services and supports provided by CMHCs, as outlined in the CMHA, BQAI developed a structured assessment using qualitative and quantitative data from individual interviews, staff interviews, clinical record reviews, and DHHS databases to measure the CMHC's achievement of 18 quality indicators and 67 performance measures that represent best practices regarding the substantive provisions of the CMHA.

DHHS conducted Center for Life Management's (CLM) QSR in Derry and Salem from November 4 through November 8, 2019. The first two days consisted of record reviews conducted remotely in Concord and the final three days consisted of client and staff interviews in the Derry and Salem offices. The CLM QSR sample included 19 randomly selected individuals eligible for services based on severe mental illness (SMI) or severe and persistent mental illness (SPMI) criteria, who received at least one of the following services within the past 12 months: ACT, SE, crisis services, housing, and transition planning. Assessment data was collected for each individual for the period of November 1, 2018 through November 3, 2019. The data was collected for each individual using the QSR instruments and scored using the QSR scoring protocol.

CLM received a score of 80% or greater for 12 of the 18 quality indicators. The following six quality indicators were identified as areas in need of improvement:

Quality Indicator 5: Appropriateness of housing treatment planning

Quality Indicator 8: Adequacy of employment assessment/screening

Quality Indicator 10: Adequacy of individualized employment service delivery

Quality Indicator 14: Appropriateness of crisis plans

Quality Indicator 15: Comprehensive and effective crisis service delivery

Quality Indicator 17: Implementation of ACT services

CLM is required to submit a Quality Improvement Plan to DHHS for each of the six quality indicators identified as needing improvement.

**Table 1: Center for Life Management QSR Summary Results**

Quality Indicator	Number of Individuals Scored	Quality Indicator Score	Quality Improvement Plan Required	Total Number of Measures
1. Adequacy of assessment	19	96%	No	4
2. Appropriateness of treatment planning	19	96%	No	3
3. Adequacy of individual service delivery	19	96%	No	6
4. Adequacy of housing assessment	19	100%	No	1
5. Appropriateness of housing treatment planning	19	68%	Yes	1
6. Adequacy of individual housing service delivery	19	95%	No	3
7. Effectiveness of the housing supports provided	19	95%	No	5
8. Adequacy of employment assessment/screening	19	68%	Yes	2
9. Appropriateness of employment treatment planning	7*	100%	No	1
10. Adequacy of individualized employment service delivery	9*	78%	Yes	2
11. Adequacy of assessment of social and community integration needs	19	100%	No	2
12. Individual is integrated into his/her community, has choice, increased independence, and adequate social supports	19	86%	No	13
13. Adequacy of crisis assessment	4*	81%	No	4
14. Appropriateness of crisis plans	19	79%	Yes	2
15. Comprehensive and effective crisis service delivery	4*	63%	Yes	5
16. Adequacy of ACT screening	19	100%	No	2
17. Implementation of ACT Services	18*	67%	Yes	4
18. Successful transition/discharge from inpatient psychiatric facility	5*	91%	No	7

\* Individuals not applicable to the quality indicator were excluded from scoring.

## ***I. Background***

In 2014, the State of New Hampshire, the United States Department of Justice, and a coalition of private plaintiff organizations entered into a Settlement Agreement (here after referred to as the Community Mental Health Agreement, [CMHA]) in the case of Amanda D. et al. v. Margaret W. Hassan, Governor, et. al.; United States v. New Hampshire, No. 1:12-cv-53-SM. The CMHA is intended to significantly impact and enhance the State's mental health service capacity in community settings. The intent of the CMHA is to ensure that: 1) to the extent the State offers services, programs, and activities to qualified individuals with disabilities, such services, programs, and activities will be provided in the most integrated setting appropriate to meet their needs; 2) equality of opportunity, full participation, independent living, and economic self-sufficiency for individuals with disabilities is assured; 3) existing community-based services described in the Agreement are offered in accordance with the individualized transition process as set forth in the Agreement; 4) individuals served are provided with the State's services and supports they need to ensure their health, safety, and welfare; and 5) all mental health and other services and supports funded by the State are of good quality and are sufficient to provide reasonable opportunities to help individuals achieve increased independence, gain greater integration into the community, obtain and maintain stable housing, avoid harms, and decrease the incidence of hospital contacts and institutionalization.

The CMHA Section VII requires the State to develop and implement a quality assurance and performance improvement system, emphasizing the use of individual-level outcome tools and measures, to ensure that existing community-based services described in the Agreement are offered in accordance with the provisions and outcomes set forth above. As part of that system, the State is required to conduct annual Quality Service Reviews (QSRs). Through the QSR process, the State collects and analyzes data to: identify strengths and areas for improvement at the individual, provider, and system-wide levels; identify gaps, weaknesses, and areas of highest demand; provide information for comprehensive planning, administration, and resource-targeting; and consider whether additional community-based services and supports are necessary to ensure individuals have opportunities to receive services in the most integrated settings. The QSR process framework is based on a continuous quality improvement model of assessment, measurement, analysis, improvement, and sustainment in partnership with the State's Community Mental Health Centers (CMHCs).



## ***II. Purpose***

The NH Department of Health and Human Services (DHHS), Bureau of Quality Assurance and Improvement (BQAI) developed a QSR process in consultation with Representatives of the Plaintiffs and the Expert Reviewer to evaluate the quality of the services and supports provided by the CMHCs within the following substantive provisions set forth in the CMHA: crisis services, assertive community treatment (ACT), housing supports and services, supported employment (SE), and transitions/discharges from inpatient psychiatric facilities. Specifically, the CMHC QSR evaluates: 1) the adequacy of assessments, such that individual's needs and strengths are properly identified; 2) the appropriateness of treatment planning, including interventions that are appropriately customized to achieve the individual's goals; 3) the adequacy of individual service delivery such that the intensity, frequency, and duration of service provision, and its sufficiency, meet the individual's changing needs; and 4) the effectiveness of services provided.

The QSR also evaluates the CMHCs' achievement of the intended CMHA outcomes: 1) provide services, programs, and activities in the most integrated setting appropriate to meet an individual's needs; 2) assure equality of opportunity, full participation, independent living, and economic self-sufficiency of individuals; 3) ensure individuals are provided with services/supports they need to ensure their health, safety, and welfare; and 4) ensure that services provided to individuals are of good quality and are sufficient to provide reasonable opportunities to help individuals achieve increased independence, gain greater integration into the community, obtain and maintain stable housing, avoid harms, and decrease the incidence of hospital contacts and institutionalization.

Achievement of the CMHA provisions and outcomes by the CMHC is determined based on an assessment of the data gathered by the QSR process, including narrative provided by individuals and staff, and relevant findings from ACT fidelity reviews, SE fidelity reviews, CMHA quarterly data reports, BMHS contract monitoring info, and DHHS databases. The QSR data serves as a basis for the identification of areas in need of improvement and the formulation of a Quality Improvement Plan (QIP) by the CMHC toward incremental and continuous improvement over time.

### ***III. QSR Process Overview***

The CMHC QSR process includes a number of tasks performed by DHHS and CMHC staff within a proscribed timeframe involving communication, logistics, IT, data entry, data analytics, scheduling, transportation, training, orientation, interviewing, and scoring. Pre-requisite tasks and forms are completed by both parties prior to the on-site portion of the QSR. The clinical record review occurs remotely at DHHS offices when access to the CMHC's electronic health record is available; otherwise, it occurs at the site of the CMHC. Interviews with individuals and CMHC staff occur on site, unless otherwise determined by the CMHC and BQAI. During the on-site period, daily contact occurs with QSR reviewers to ensure consistent practice and inter-rater reliability, and assistance is sought from the CMHC staff if needed. During the post on-site period, follow-up tasks required of the CMHC are completed and BQAI commences scoring. The QSR data is analyzed and the CMHC's QSR Report is written and provided to the CMHC identifying any areas in need of improvement. If needed, the CMHC submits a QIP to DHHS for approval. Progress reports submitted to DHHS by the CMHC are monitored and technical assistance is provided to the CMHC if needed. The next QSR cycle serves to validate progress made toward achievement of the improvement target(s).

### ***IV. QSR Methodology***

To ensure a robust and comprehensive understanding of the CMHC's services and supports regarding the substantive provisions included in the CMHA, and corresponding impact on the related outcomes of the individuals served, the QSR employs a mixed-method design that incorporates both quantitative and qualitative measurement, including secondary administrative data, clinical record data, and interview data. Data used for the assessment is collected for each individual during the most recent 12-month period using four standardized instruments: the Clinical Record Review (CRR), the Client Interview Instrument (CII), the Staff Interview Instrument (SII), and the Overall Client Review (OCR). See Appendix 1: List of CMHC QSR Instruments for a description of the instruments. The instruments are structured to enable the evaluation of both the adequacy and the effectiveness of CMHC service provision related to: Assessment, Treatment Planning, and Service Delivery; Housing Services and Supports; Employment Services and Supports; Community Integration, Choice and Social Supports; Crisis Services and Supports; ACT Services and Supports; and Inpatient Psychiatric Admission

Transition/Discharge, as defined by 18 quality indicators and 67 performance measures. Each quality indicator includes one or more performance measures. The method used to score the quality indicators and performance measures is described in the Scoring section.

### **Sample Size and Composition**

The CMHC QSR sample is randomly selected and consists of at least 20 individuals eligible for services based on the category of Severe Mental Illness (SMI) or severe and persistent mental illness (SPMI) who received at least one of the following services within the past 12 months: ACT, SE, crisis services, housing, and transition planning from an inpatient psychiatric admission (IPA). Prior to the site review, each individual is assigned to one of four sample categories: 1) *ACT/IPA*: individuals receiving ACT and have had at least one IPA which includes voluntary, involuntary, and conditional discharge revocation admissions; 2) *ACT/No IPA*: individuals receiving ACT but who have not experienced an IPA within the past 12 months; 3) *No ACT/IPA*: individuals who are not receiving ACT but have experienced an IPA in the past 12 months; and 4) *No ACT/No IPA*: individuals who are not receiving ACT and have not experienced an IPA within the past 12 months. Sample lists may then be reviewed to determine if there are individuals who had admissions at inpatient behavioral health units other than New Hampshire Hospital and the Designated Receiving Facilities, and those individuals are moved to the ACT/IPA and NO ACT/IPA lists as appropriate. Additionally, information gathered during the interview scheduling and site review may result in an individual being re-assigned to a different sample category, resulting in a change in the final number of individuals for each category.

Evidence during the first year of administering the QSR demonstrated that the final sample category re-assignment tended toward re-assignment into the fourth *No ACT/No IPA* sample category identified above. This resulted in an over-representation of the *No ACT/No IPA* sample category at the completion of the QSR. As a result, the CMHC is now provided only with individuals assigned to the first three sample categories, *ACT/IPA*, *ACT/No IPA*, and *No ACT/IPA* to ensure a more balanced representation in all four categories once the final re-assignment of the categories is made at the completion of the QSR.

## **Data Sources**

The CMHC QSR uses quantitative and qualitative data to evaluate the quality of services and supports provided to individuals. Data collected specifically for the purpose of this evaluation is collected through in-depth interviews with individuals and staff, reviews of clinical records and other CMHC records, and queries from the DHHS Phoenix and Avatar databases. If a reviewer is unable to locate adequate evidence in the CMHC's clinical record, the reviewer documents that instance as "no evidence." CMHC staff are given the opportunity to locate documentation within its clinical record system. The QSR reviewers determine whether the evidence located by the CMHC staff is adequate and would result in a response other than "no evidence."

## **Scoring**

The CMHC QSR scoring framework includes 18 quality indicators within seven domains that define achievement of the outcomes and substantive provisions set forth by the CMHA. The domains include Assessment/Treatment Planning/Service Delivery, Housing Services and Supports, Employment Services and Supports, Community Integration/Choice/Social Supports, Crisis Services and Supports, ACT Services and Supports, and Inpatient Psychiatric Admission Transition/Discharge. Domain percentages are determined by averaging the number of measures under each domain that received a "YES." The measures within each domain are scored with equal weight. Each quality indicator is defined by at least one performance measure. Each performance measure defines a critical aspect of the quality indicator and when evaluated in total provides an assessment of the achievement of that indicator. For example, for an assessment to be considered adequate (Quality Indicator 1) the assessment must identify the individual's needs and preferences (performance measure 1a), identify an individual's strengths (performance measure 1b), and include face-to-face contact with the individual during the information gathering process (performance measure 1c).

Performance measures are scored as "YES" (positive) or "NO" (negative) based on the data collected from the four QSR instruments. Quality indicators are scored at the individual level and the CMHC level. A quality indicator is scored at the individual level based on the percent of performance measures associated with that quality indicator that were scored as "YES." The CMHC level score is based on the average of the total individual level scores for that quality indicator.

For example, Quality Indicator 1 consists of Measures 1a, 1b, 1c, and 1d. If an individual received a score of “YES” for three of the four performance measures, the score for Quality Indicator 1 at the individual level would be 75%. If the total of all six individual level scores for Quality Indicator 1 is 475, the CMHC level score for Quality Indicator 1 would be 79% (see Appendix 2: Quality Indicator 1 Scoring Example).

The data points used for scoring the performance measures are based on the information found in the clinical record review, the answers provided by the individual and the staff member during the interview process, and the assessment information provided by the QSR Reviewers in the Overall Client Review (see Appendix 3: QSR Abbreviated Master Instrument). In some cases, the individual’s response is given more weight in scoring than the staff response or the information in the record review; in other cases, the staff response may be given more weight. Certain questions within the clinical record review require the QSR Review Team to use guided judgement, in addition to information found in the clinical record or the narrative response provided by the individual or staff, to determine the answer that will be used in scoring.

The scoring of the quality indicators excludes data from individuals who received a relevant service or support outside the period of review (12-month period), as well as if the relevant service or support did not pertain to the individual; therefore, the number of individuals scored for any given measure may vary. For example, individuals who were not interested in receiving employment services or supports during the review period will not have a score for Quality Indicator 10: Adequacy of individual employment service delivery. Individuals who are not currently receiving ACT services will not have a score for Quality Indicator 17: Implementation of ACT Services.

A number of quality indicators also include measures derived from the OCR. The answers to the OCR questions represent performance measures used in the scoring of seven applicable quality indicators, e.g., OCR Q1 “Is the frequency and intensity of services consistent with the individual’s demonstrated need?” is a measure within Quality Indicator 3: Adequacy of Individual Service Delivery (see Appendix 3: QSR Abbreviated Master), and is incorporated into the scoring protocol for the relevant quality indicator(s).

In addition, a score is given to each QSR domain to provide additional information in the assessment of the CMHC’s compliance with the CMHA substantive provisions (see CMHA

Substantive Provisions section). Each domain consists of specified measures. The domain score is calculated as an overall average of individual-level percentages, i.e., for each applicable individual, the percentage of “YES” measures (those that are positive) within a domain is calculated, then all the individual-level percentages are averaged to determine the final domain score. The seven domains are:

- Assessments, Treatment Planning and Service Delivery: Quality Indicators 1, 2, and 3;
- Housing Services and Supports: Quality Indicators 4, 5, 6, and 7;
- Employment Services and Supports: Quality Indicators 8, 9, and 10;
- Community Integration, Choice, and Social Supports: Quality Indicators 11 and 12;
- Crisis Services and Supports: Quality Indicators 13, 14, and 15;
- ACT Services: Quality Indicators 16, and 17; and
- Transition/Discharge from an Inpatient Psychiatric Admission: Quality Indicator 18.

## **QSR Findings and Conclusions**

The QSR findings are based on the data collected by the QSR instruments and include an overview of the number of individuals in the QSR sample by category, the distribution of interview and record review activities, and a quantitative assessment (scoring) of the CMHC relative to the quality indicators and performance measures. Qualitative data provided by the individuals and staff during the interview and/or identified in the record review is used to provide additional insight into the data and may inform particularly low scoring measures within a quality indicator or outlier data. Conclusions include an assessment of the CMHC’s achievement of the outcomes and substantive provisions identified in the CMHA based on a summation of QSR data, ACT Fidelity Reviews, SE Fidelity Reviews, and additional data from DHHS databases and BMHS contract monitoring, where applicable.

## **Quality Improvement Plan and Monitoring**

An initial QSR report is provided to the CMHC. The CMHC has 15 calendar days to submit factual corrections and any significant information relevant to the QSR report for BQAI to consider prior to issuing the final report. The final report is distributed to the CMHC, Representatives of the Plaintiffs, and the Expert Reviewer, and is posted to the DHHS website. The CMHC is required to submit a QIP to DHHS for any quality indicator identified as an area in need of improvement. That threshold is any quality indicator scoring less than 70% for SFY18, less than 75% for SFY19, and less than 80% for SFY20. The CMHC has 30 calendar

days to submit a QIP to DHHS for review by the BMHS Director and the BQAI Administrator. The CMHC is required to use the standardized QIP template provided by DHHS. The BMHS Director informs the CMHC whether the plan was approved or needs revision. Once approved, any changes made to the plan must be approved by the BMHS Director or designee. DHHS monitors the achievement of the CMHC's QIP through standardized progress reports submitted by the CMHC to BMHS and BQAI each quarter. BMHS and BQAI will provide feedback and any needed technical assistance to the CMHC during the improvement period. CMHCs are expected to make incremental improvement each year toward an improvement target of 80% or greater.

## ***V. Center for Life Management QSR Findings***

### **Center for Life Management QSR Overview**

The CLM QSR was conducted at the CLM offices in Derry and Salem. Additional information about CLM is found in Appendix 4: Agency Overview. One hundred fifty-two CLM individuals met the QSR sample criteria. Twenty-three eligible individuals were drawn at random from the *ACT/IPA*, *ACT/No IPA*, and *No ACT/IPA* categories to be interviewed. However, only 19 individual interviews were completed. Information gathered during the scheduling and site review resulted in some individuals being re-assigned to a different (the accurate) sample category, which changed the final number of individuals in each category. Table 2 shows the distribution of individuals by the sample categories as originally provided and the final adjusted groupings after interviews were completed.

**Table 2: Number of Individuals by Category**

<b>CATEGORY</b>	<b>FULL SAMPLE</b>		<b>INDIVIDUALS INTERVIEWED</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
ACT/IPA	10	7%	4	21%
ACT/NO IPA	37	24%	14	74%
NO ACT/IPA	5	3%	1	5%
NO ACT/NO IPA	100	66%	0	0%
<b>Total</b>	<b>152</b>	<b>100%</b>	<b>19</b>	<b>100%</b>

The CLM Quality Service Review included a review of 23 clinical records, 19 individual interviews and 23 staff interviews. Table 3 shows the distribution of interview and record review activities.

**Table 3: Review Activities**

	<b>Number In Person</b>	<b>Number By Phone</b>	<b><i>Total</i></b>
Individuals Interviewed	18	1	19
Staff Interviewed	23	0	23
Clinical Records Reviewed	23	NA	23

From November 4 through November 8, 2019, five teams consisting of staff from BQAI and DBH completed the DHHS office-based and on-site data collection processes. Data was collected for the review period of November 1, 2018 through November 3, 2019. Following the on-site review, the QSR data was scored. Analysis of the scores was then completed.

A year-to-year comparison of CLM's results are reported in Appendix 5: Year-to-Year Comparison. Of note, the threshold score for FY 18 was 70%, FY 19 was 75% and the threshold for this year is 80%.

## **Center for Life Management Scores**

### **ASSESSMENT, TREATMENT PLANNING AND SERVICE DELIVERY**

Quality Indicator 1 corresponds to CMHA section VII.D.1. CLM was evaluated for the adequacy of each individual's assessment and the resultant treatment planning and service delivery received. In addition to determining the CMHC's compliance with standardized assessment tools, these questions evaluate: 1) whether the screening/assessment conducted adequately considers the individual's strengths and needs, and 2) whether the treatment plans and service delivery that flow from the assessments are appropriately designed to meet the individual's needs and goals.

#### **Quality Indicator 1: Adequacy of Assessment**

Assessment provides information to help treatment planning team members identify the individual's capabilities, needs, and preferences relative to the design of the treatment plan, and



identify the most effective strategies and supports delivered in the least restrictive environment that will help the individual achieve his/her treatment goals. An adequate assessment is complete and identifies the individual's specific needs, strengths, and preferences, and is conducted face-to-face.

Nineteen individuals were scored for Quality Indicator 1. CLM received a score of 96%. Quality Indicator 1 consists of Measure 1a, Measure 1b, Measure 1c, and Measure 1d. Individuals were scored as follows:

	YES	NO
<b>Measure 1a:</b> Assessments identify individual's needs and preferences	19	0
<b>Measure 1b:</b> Assessments identify individual's strengths	19	0
<b>Measure 1c:</b> Assessment information was gathered through face to face appointment(s) with the individual	16	3
<b>Measure 1d (OCR Q3):</b> Assessments and treatment plans have adequately identified service needs, and no further services are needed	19	0

### **Additional Results**

- CLM uses the Adult Needs and Strengths Assessment (ANSA) to assess individuals' needs and strengths (CRR Q4). In reviewing the ANSAs within the clinical records, all records had all needs and all strengths areas rated (CRR Q5, CRR Q6). Fourteen individuals reported that staff had talked with them about their strengths (CII Q4).
- Staff indicated that at least part of the assessment process was done through face-to-face interactions with 16 of the 19 the individuals interviewed (SII Q2).
- Seven of 22 individuals had treatment plans in which there were one or more treatment plan goals without related identified needs found in the ANSA, case management assessment, or other comparable assessment (CRR Q10).
- Overall, no individuals reviewed were observed to need additional services that were not already identified in their assessments or in their treatment plan. CLM also ensures that any needs that are not being addressed within current goals are identified as a barrier on the treatment plan (OCR Q3).

## Quality Indicator 2: Appropriateness of Treatment Planning

Quality Indicator 2 corresponds to CMHA sections VII.D.1 and V.D.2.f. Treatment planning is appropriate when treatment plans are developed with the individual, incorporate the individual's strengths, and include treatment interventions customized to meet the individual's identified needs and help achieve their goals. Appropriate treatment planning also includes review and revision of the treatment plan on a quarterly basis, at a minimum, and whenever there is a change in the individual's needs and/or preferences. Appropriate treatment plans consist of individual-specific goals, objectives, action steps, and prescribed services.

Nineteen individuals were scored for Quality Indicator 2. CLM received a score of 96%. Quality Indicator 2 consists of Measure 2a, Measure 2b, and Measure 2c. Individuals were scored as follows:

	YES	NO
<b>Measure 2a:</b> Treatment planning is appropriately customized to meet individual's needs and goals	18	1
<b>Measure 2b:</b> Treatment planning is person-centered and strengths based	18	1
<b>Measure 2c (OCR Q3):</b> Assessments and treatment plans have adequately identified service needs, and no further services are needed	19	0

## Additional Results

- If the ANSA or comparable assessment identifies mental health needs for an individual, the treatment plan and case management plan are then reviewed to see if CLM has established a goal or plan to address the identified need(s). All 19 individuals were found to have at least 70% of their identified mental health needs addressed through their case management plans or treatment plans. This does not mean that all needs were being addressed by goals, but that CLM had addressed all needs through a combination of listing goals on the treatment plans and listing needs that were barriers to treatment (CRR Q9).
- The QSR also looks at the reverse, reviewing each goal in the ISP treatment plan and determining if there is a related identified need in the case management assessment or the ANSA or other comparable assessment. Twelve individuals were found to have identified needs relating to all of their treatment goals; seven individuals had one or more treatment

plan goals that were not aligned with any of their identified needs in the case management assessment or the ANSA or comprehensive assessment used (CRR Q10).

- From the review of individuals' quarterly assessments, six individuals had quarterlies that identified that a modification or change in treatment or services was needed. There was evidence to support that the identified modifications were made for all six individuals (CRR Q15).
- The clinical record contained documentation of quarterly reviews having been completed for all quarters that fell within the period under review for 17 of 19 individuals (CRR Q16).
- All 19 individuals reported that they talked with CLM staff in the past 12 months about their needs and goals (CII Q1), many saying they did so as often as weekly and several saying quarterly (CII Q2). One individual felt he/she did not speak with staff often enough about his/her needs and what he/she wanted to work on (CII Q3).
- Seventeen individuals responded that staff actively work with them on their goals (CII Q5).
- Seventeen individuals indicated they were able to effectuate change to their treatment plans (CII Q8). Eighteen individuals had an understanding of how their treatment plan was able to help them (CII Q9).
- Three individuals stated there were people they wished had been involved in their treatment planning who were not (CII Q7). These people included family members and someone to help the individual advocate and navigate around medication concerns.
- The clinical record contained documentation of 15 individuals having signed their most recent ISP/treatment plan (CRR Q12); nineteen ISP/treatment plans included the individuals' strengths (CRR Q13); and 19 ISP/treatment plans were written in plain language (CRR Q14).
- Of the 19 individuals interviewed, 18 individuals indicated they were involved in their treatment planning and goal setting (CII Q6).
- Overall, no individuals reviewed were observed to need additional services that were not already identified in their assessments or in their treatment plan. CLM also ensures that any needs that are not being addressed within current goals are identified as a barrier on the treatment plan (OCR Q3).

### Quality Indicator 3: Adequacy of Individual Service Delivery

Quality Indicator 3 corresponds to CMHA sections VII.D.1, V.D.2.b, and V.D.2.c. Adequate and appropriate services incorporate the individual's strengths and are delivered with the intensity, frequency, and duration needed to meet his/her needs and achieve his/her goals. Services are considered adequate when, as a result of the services provided, the individual makes demonstrated progress toward achieving his/her treatment goals and desired outcomes, the services are delivered in accordance with the treatment plan, and prescribed services are revised as needed to meet the changing needs and goals of the individual.

Nineteen individuals were scored for Quality Indicator 3. CLM received a score of 96%. Quality Indicator 3 consists of Measures 3a-3f. Of the 19 individuals who were interviewed, six individuals were considered not applicable for Measure 3c due to all of their services being prescribed with a frequency of "as needed". It was therefore not possible to fairly score the individual in regards to whether or not he/she had received the services prescribed. Individuals were scored as follows:

	YES	NO
<b>Measure 3a:</b> Services are delivered with the appropriate intensity, frequency, and duration	16	3
<b>Measure 3b:</b> Service delivery is flexible to meet individual's changing needs and goals	19	0
<b>Measure 3c:</b> Services are delivered in accordance with the service provision(s) on the treatment plan	12	1
<b>Measure 3d (OCR Q1):</b> Frequency and intensity of services are consistent with individual's demonstrated need	19	0
<b>Measure 3e (OCR Q3):</b> Assessments and treatment plans have adequately identified service needs, and no further services are needed	19	0
<b>Measure 3f (OCR Q5):</b> Services and supports ensure health, safety, and welfare	19	0

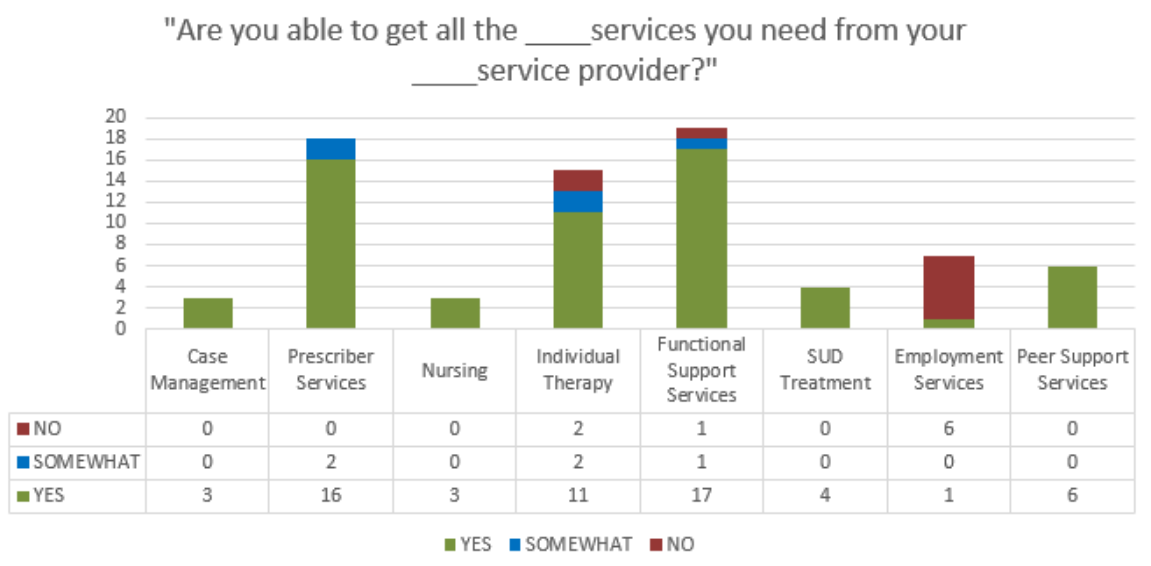
### Additional Results

- Eighteen individuals responded they are able to get all the services and supports they need to meet their current needs and achieve their goals; one individual responded he/she is "somewhat" able to get all the services and supports he/she needs to meet his/her current

needs and achieve his/her goals (CII Q19). The individual who responded “somewhat” mentioned needing insurance other than Medicaid to receive certain services (CII Q20).

- Staff acknowledged there were one or more services that three of the 19 individuals were not receiving at the frequency prescribed on their treatment plan (SII Q5). Staff indicated that all three individuals were declining one or more of the services (SII Q6).
- Documentation in the clinical records indicated that one of 19 individuals was receiving 70% or more of their services at the frequency prescribed on the treatment plans (CRR Q11) and 12 were not. Six individuals had all services prescribed “as needed”, and therefore could not be assessed as to whether or not they were receiving services at appropriate frequency. Staff provided appropriate reasons for why some services were not provided at the frequency prescribed for nine of the 12 individuals (SII Q7). Additionally, eight of the 12 individuals were reported to be declining one or more of their services (SII Q7) and one individual did not receive some services due to the services not being available for a period of time, specifically, therapy and InShape.
- Overall, it was determined that all individuals reviewed were receiving services at a frequency and intensity consistent with their demonstrated needs (OCR Q1).
- Overall, no individuals reviewed were observed to need additional services that were not already identified in their assessments or in their treatment plan. CLM also ensures that any needs that are not being addressed within current goals are identified as a barrier on the treatment plan (OCR Q3).
- Overall, all individuals reviewed were observed to be receiving all of their needed services to ensure health, safety, and welfare (OCR Q5).
- Individuals were asked if they were able to get all the supports and services they needed from specific staff roles based upon the services prescribed in their treatment plan or services in which they were interested (CII Q11, CII Q12, CII Q13, CII Q14, CII Q15, CII Q61, CII Q108). Individuals were most satisfied with their nursing services, prescriber services, case management services, and peer support services. Individuals were least satisfied with their employment services, with six of seven individuals stating that he/she did not get all the employment related services needed (See Figure 1).

**Figure 1: Ability to Get All the Supports and Services Needed**



## HOUSING SERVICES AND SUPPORTS

The lack of safe and affordable housing is one of the most powerful barriers to recovery. When this basic need is not met, individuals cycle in and out of homelessness, jails, shelters and hospitals. Having a safe, appropriate place to live can provide individuals with the stability they need to achieve their goals. The U.S. Department of Justice (DOJ) interprets the Americans with Disabilities Act's anti-discriminatory provision as follows: "A public entity shall administer services, programs and activities in the most integrated setting appropriate to the needs of qualified individuals with disabilities," meaning "a setting that enables individuals with disabilities to interact with non-disabled persons to the fullest extent possible."<sup>2</sup>

An individual receives appropriate and adequate housing services when his/her housing needs are adequately assessed, services are incorporated into treatment planning as needed, and interventions support the individual's ability to live with stability and autonomy in the least restrictive environment. Adequate housing services and supports assist the individual with acquiring, retaining, and maintaining the skills necessary to reside successfully in permanent community-based settings.

#### **Quality Indicator 4: Adequacy of Housing Assessment**

Quality Indicator 4 corresponds to CMHA section VII.D.1. Assessment in the area of housing and housing supports provides information to treatment planning team members that helps them accurately identify the individual's housing needs and the range and level of supports needed to acquire and maintain appropriate and adequate housing. Adequate housing assessment identifies the specific and most recent housing needs of the individual.

Nineteen individuals were scored for Quality Indicator 4. CLM received a score of 100%.

Quality Indicator 4 consists of Measure 4a. Individuals were scored as follows:

	YES	NO
<b>Measure 4a:</b> Individual housing needs are adequately identified	19	0

#### **Additional Results**

- Both the ANSA and case management assessments supported that individuals' housing needs were routinely assessed. ANSAs were found for all 19 individuals (CRR Q4), and case management assessments were found for 18 of the 19 individuals (CRR Q1). The explanation provided by staff regarding the missing case management *assessment* was that the individual had declined case management *services* (CRR Q1). Collectively, all 19 individuals were assessed for housing needs by one or both of these means (CRR Q19, CRR Q20).
- All 19 individuals reviewed had housing needs identified in the case management assessment or ANSA(CRR Q21)

#### **Quality Indicator 5: Appropriateness of Housing Treatment Planning**

Quality Indicator 5 corresponds to CMHA section V.E.1.a. Housing treatment planning is appropriate when treatment plans include housing services and supports that are customized to meet the individual's identified needs and goals, and revised when there is a change in the individual's needs and/or preferences.

Nineteen individuals were scored for Quality Indicator 5. CLM received a score of 68%. Quality Indicator 5 consists of Measure 5a. Individuals were scored as follows:

	YES	NO
<b>Measure 5a:</b> Treatment Plans are appropriately customized to meet individual's housing needs and goals	13	6

### **Additional Results**

- Of the 19 individuals who had housing needs identified in either the ANSA or the case management assessment (CRR Q21), 10 individuals had housing related goals or objectives on their treatment plan and/or case management plan (CRR Q23, CRR Q24). Nine individuals had identified housing needs for which there were no goals or plans included in their treatment or case management plans to address those needs.
- The 10 individuals who had housing goals included in their treatment plans or case management plans had housing goals in alignment with their assessed housing needs (CRR Q28) and the goals were specific to the individuals and their specific housing needs (CRR Q25).

### **Quality Indicator 6: Adequacy of Individual Housing Service Delivery**

Quality Indicator 6 corresponds to CMHA section IV.B, V.E.1.a, and VII.D.1, 4. Housing service delivery is adequate when housing support services are provided with the intensity, frequency, and duration needed to meet the individual's changing needs and achieve his/her housing goals.

Nineteen individuals were scored for Quality Indicator 6. CLM received a score of 95%. Quality Indicator 6 consists of Measure 6a, Measure 6b, and Measure 6c. Individuals were scored as follows:

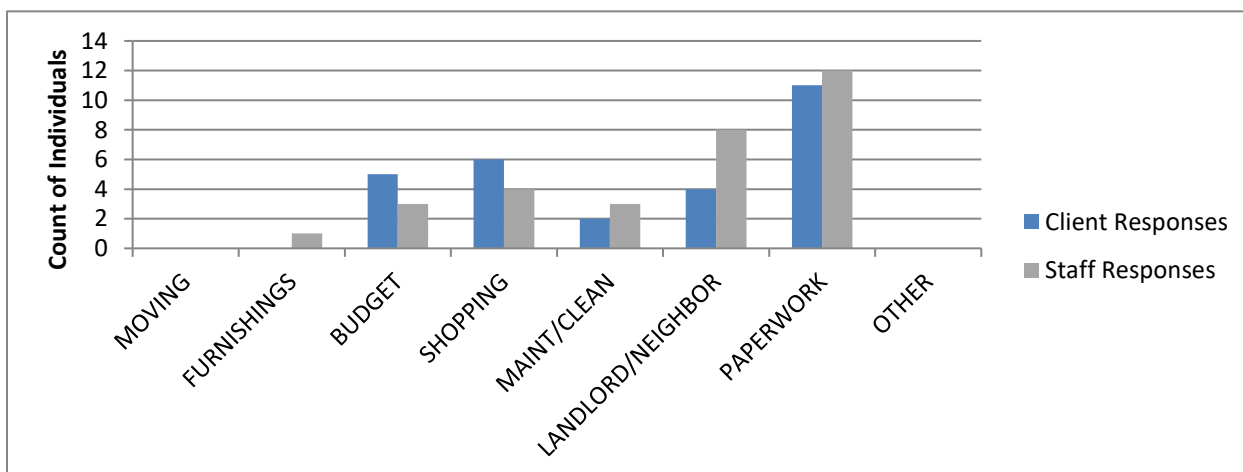
	YES	NO
<b>Measure 6a:</b> Housing support services are provided to with appropriate intensity, frequency, and duration to meet individual's changing needs and goals	18	1
<b>Measure 6b:</b> Housing supports and services are provided at the intensity, frequency, and duration as seen necessary by the individual	17	2
<b>Measure 6c: (OCR Q9):</b> Services are adequate to obtain and maintain stable housing	19	0



## **Additional Results**

- Nine of the 10 individuals with housing goals or objectives on their treatment plan and/or case management plan (CRR Q23, CRR Q24) were receiving housing related services (CRR Q26), and those nine individuals were receiving housing services that were in alignment with their housing goals (CRR Q28).
- All 19 individuals felt they had enough support to achieve their housing goals (CII Q45).
- Overall, all individuals reviewed were observed to be receiving services adequate to obtain and maintain stable housing (OCR Q9).
- The most common housing services received by individuals were help with housing related paperwork and landlord/neighbor relations (SII Q30, CII Q42) (see Figure 2).

**Figure 2: Most Common Housing Services and Supports Received**



## **Quality Indicator 7: Effectiveness of Housing Service Delivery**

Quality Indicator 7 corresponds to CMHA section VII.A. Housing services are effective when the services and supports provided to the individual enable him/her to make progress toward and achieve his/her identified housing goals; enable him/her to be involved in selecting his/her housing; and enable him/her to maintain safe and stable housing.

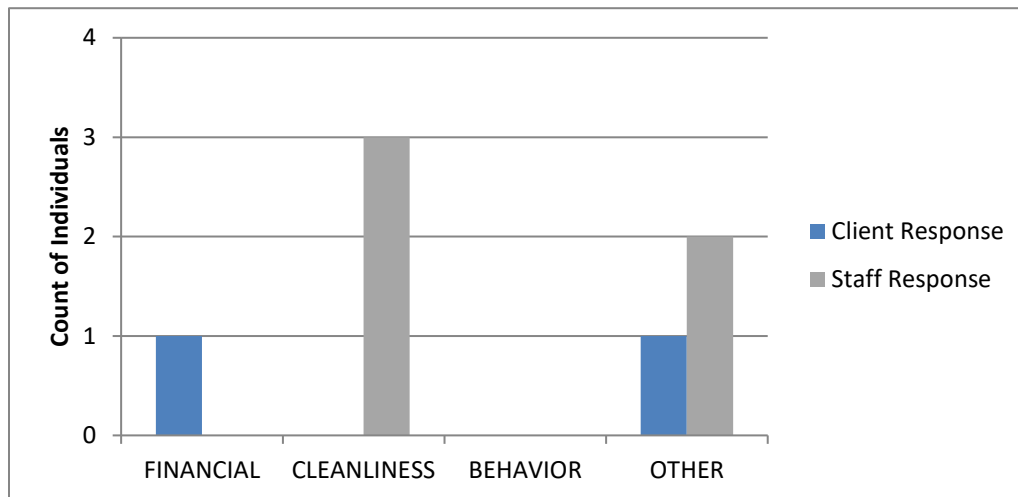
Nineteen individuals were scored for Quality Indicator 7. CLM received a score of 95%. Quality Indicator 7 consists of Measures 7a-7e. Of the 19 individuals interviewed, 16 individuals were considered not applicable for Measure 7d because they did not move nor had interest in moving during the period under review. Individuals were scored as follows:

	YES	NO
<b>Measure 7a:</b> Housing supports and services enable individual to meet/progress towards identified housing goals	18	1
<b>Measure 7b:</b> Housing supports and services enable individual to maintain safe housing	18	1
<b>Measure 7c:</b> Housing supports and services enable individual to maintain stable housing	19	0
<b>Measure 7d:</b> Housing supports and services enable individual to be involved in selecting housing	1	2
<b>Measure 7e (OCR Q9):</b> Services are adequate to obtain and maintain stable housing	19	0

### **Additional Results**

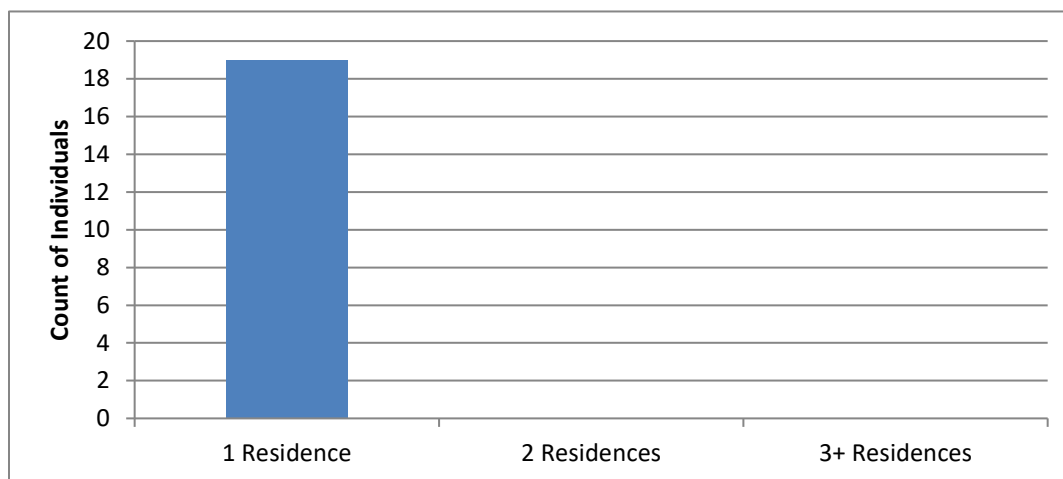
- Two of 19 individuals responded they had a safety concern related to their home or neighborhood in the past 12 months (CII Q29). Staff responded being aware of a safety concern related to housing for five additional individuals (SII Q22). One client and no staff identified the safety concern as being current (CII Q30, SII Q23). The most common reasons provided for the safety concerns were related to the physical condition of the residence such as leaking pipes, mice, and clutter. There were also concerns about living with verbally abusive, substance abusing family members and one individual having their home broken into and items stolen (CII Q30, SII Q23).
- All 19 individuals are living in independent private residences (CII Q27, SII Q20).
- No individuals responded that they had been homeless at some point in the past 12 months (CII Q33).
- A total of five unduplicated individuals were at risk of losing housing in the past 12 months per individual and staff responses (CII Q31, SII Q24). The most common reasons mentioned were related to cleanliness of the residence (CII Q32, SII Q25). Other reasons provided included living at home with parents who still set specific rules and parameters and living in a building the landlord planned to sell (see Figure 3).

**Figure 3: Reasons for Being at Risk of Losing Housing in the Past 12 Months**



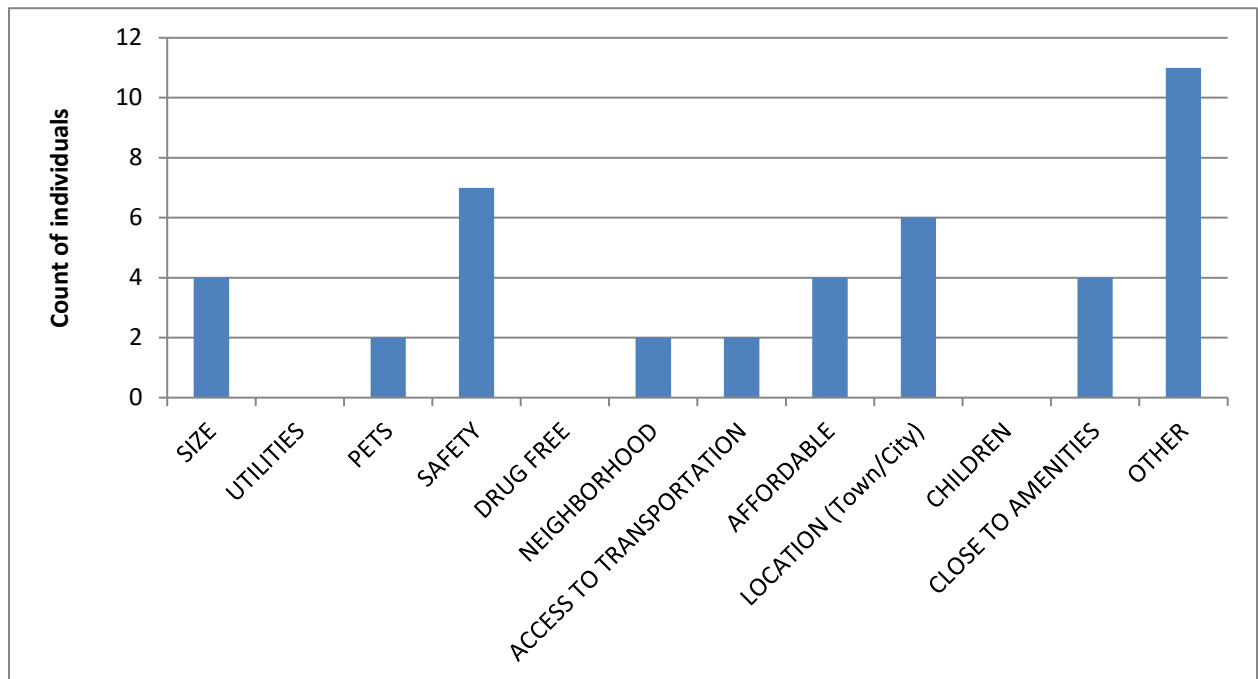
- All 19 individuals had lived in the same residence for the past year or more (CII Q34) (see Figure 4).

**Figure 4: Places Lived in the Past Year**



- The most common responses made by individuals regarding the factors most important to them when choosing a place to live were safety and location of town/city (CII Q40). Some of the more specific reasons given that were categorized as “other” were a place with particular space such as closets or utility closets, internet service/access, a place that is clean and/or aesthetically pleasing, a place in a community with people with shared interests/beliefs, or a first floor unit (see Figure 5).

**Figure 5: Preferences When Choosing Where to Live**



- Overall, it was determined that all individuals were receiving services adequate to obtain and maintain stable housing (OCR Q9).
- Some individuals had additional information they chose to share regarding housing services (CII Q46). Some individuals shared that the voucher programs have been instrumental in helping them maintain housing. One individual also mentioned how thankful he/she was for his/her landlord. Regarding services provided by CLM related to housing, there was a spectrum of opinions on how helpful CLM was.

**“I feel wholeheartedly that they are going to help me with anything I need.”**

**“They’re not really helping me at all. I’m relying on myself and social security to survive.”**

## **EMPLOYMENT SERVICES AND SUPPORTS**

Employment is a social determinant of health and increases health, wellbeing and community integration. Employment support services are designed to help an individual find and maintain

competitive work in integrated settings. Supported employment, an evidence-based practice, is shown to be effective in helping individuals live independently in the community.

An individual receives appropriate and adequate employment services when he/she has been screened to determine his/her employment needs and interests, employment goals are identified and incorporated into the treatment plan, and employment services and supports are provided in a manner that helps him/her make progress toward and achieve his/her employment goals.

### **Quality Indicator 8: Adequacy of Employment Assessment/Screening**

Quality Indicator 8 corresponds to CMHA section VII.D.1. An employment assessment/screening provides information to the treatment planning team that helps them identify the individual's interests, readiness, preferences, and needs regarding acquiring and/or maintaining employment, and determine the range and level of services and supports needed to achieve the individual's employment goals. An adequate employment assessment/screening is comprehensive and identifies the specific and most recent employment needs and preferences of the individual.

Nineteen individuals were scored for Quality Indicator 8. CLM received a score of 68%. Quality Indicator 8 consists of Measure 8a and Measure 8b. Of the 19 individuals interviewed, 12 individuals were considered not applicable for Measure 8b because they were not receiving supported employment services. Measure 8b is applicable only if individuals were enrolled in Supported Employment during the period under review (CRR Q29). Individuals were scored as follows:

	YES	NO
<b>Measure 8a:</b> Individual employment needs are adequately identified	13	6
<b>Measure 8b:</b> Individual received a comprehensive assessment of employment needs and preferences when applicable	7	0

### **Additional Results**

- Six individuals responded they had not been asked by CLM staff in the past 12 months about their employment goals or interests (CII Q52).
- There was evidence in the clinical record that all 19 individuals had been assessed/screened for employment needs (CRR Q30, CRR Q31).

- Of the seven individuals stating they were interested in receiving help with finding or keeping a job in the past 12 months (CII Q53), all had employment needs identified in either the ANSA or the case management assessment (CRR Q32). There were 10 additional individuals who did not express an interest in receiving employment related support or services who were identified as having employment needs, for a total of 17 individuals with identified employment related needs (CRR Q32).
- Seven individuals were enrolled in supported employment during the period under review (CRR Q29), and all seven individuals had a completed comprehensive employment assessment (vocational profile) (CRR Q37). All seven employment assessments (vocational profiles) included the individual's employment strengths (CRR Q38).

### **Quality Indicator 9: Appropriateness of Employment Treatment Planning**

Quality Indicator 9 corresponds to CMHA section V.F.1. Employment treatment planning is appropriate when employment services and supports are customized to meet the individual's identified needs and goals, and revised when there is a change in the individual's needs and/or preferences.

Seven individuals were scored for Quality Indicator 9. CLM received a score of 100%. Quality Indicator 9 consists of Measure 9a. Of the 19 individuals interviewed, 12 individuals were considered not applicable for Measure 9a because they reported they were not interested in employment or receiving employment support services (CII Q53). Individuals were scored as follows:

	YES	NO
<b>Measure 9a:</b> Treatment plans are appropriately customized to meet individual's changing employment needs and goals	7	0

### **Additional Results**

- Seven individuals responded they were interested in receiving help with finding or keeping a job in the past 12 months (CII Q53), and all seven described help and services that would be provided by CLM (CII Q54). All staff were aware of the interest in employment help requested by these individuals and identified one additional individual who was interested in receiving employment help in the past 12 months (SII Q42). Of the seven individuals who expressed interest in help with finding or keeping a job in the past 12 months, all seven had

employment goals or plans, as evidenced by their treatment plans and/or case management plans (CRR Q34, CRR Q35).

- In total, nine individuals had employment related goals or plans, regardless of expressed interest (CRR Q34, CRR Q35), and the goals or plans were in alignment with assessed needs (CRR Q41).
- Nine individuals had Supported Employment listed as a prescribed service on their treatment plan (CRR Q11). Seven individuals had been enrolled in SE during the past 12 months (CRR Q29). Of the two individuals who had not been enrolled in SE during the past 12 months (CRR Q29), one individual expressed that he/she was not interested in receiving help in finding or maintaining a job and had not been interested in the past 12 months (CII Q53); another individual had been interested but had not been enrolled in Supported Employment. Two staff reported two individuals had not been interested in receiving employment related services or support in the past 12 months, despite Supported Employment being a prescribed service on the client's treatment plan (CRR Q11, SII Q42).
- Six individuals reported that their employment related needs or goals had changed at some point during the past 12 months and that staff were aware of those changes (CII Q58, CII Q59). Of the six individuals who reported discussing these changes with CLM staff (CII Q59), all six individuals felt that CLM staff had helped them with their changed employment needs or goals (CII Q60).

### **Quality Indicator 10: Adequacy of Individualized Employment Service Delivery**

Quality Indicator 10 corresponds to CMHA section IV.B, V.F.1, VII.B.1, 4, and VII.D.4.

Employment service delivery is adequate when employment supports and services are provided with the intensity, frequency, and duration needed to meet the individual's changing needs and achieve his/her identified employment goals.

Nine individuals were scored for Quality Indicator 10. CLM received a score of 78%. Quality Indicator 10 consists of Measure 10a and Measure 10b. Individuals were scored for the indicator if at least one of the two measures applied to them. Of the 19 individuals interviewed, 12 individuals were considered not applicable for Measure 10a because they reported not being interested in employment (CII Q53). Of the 19 individuals interviewed, 10 individuals were considered not applicable for Measure 10b because they did not have employment goals (CRR

Q34, CRR Q35). Accordingly, the additional results below are based upon the number of individuals the data points apply to, respectively. Individuals were scored as follows:

	YES	NO
<b>Measure 10a:</b> Service delivery is provided with the intensity, frequency, and duration needed to meet individual's changing employment needs	6	1
<b>Measure 10b:</b> Services and supports are meeting individual's employment goals	7	2

### **Additional Results**

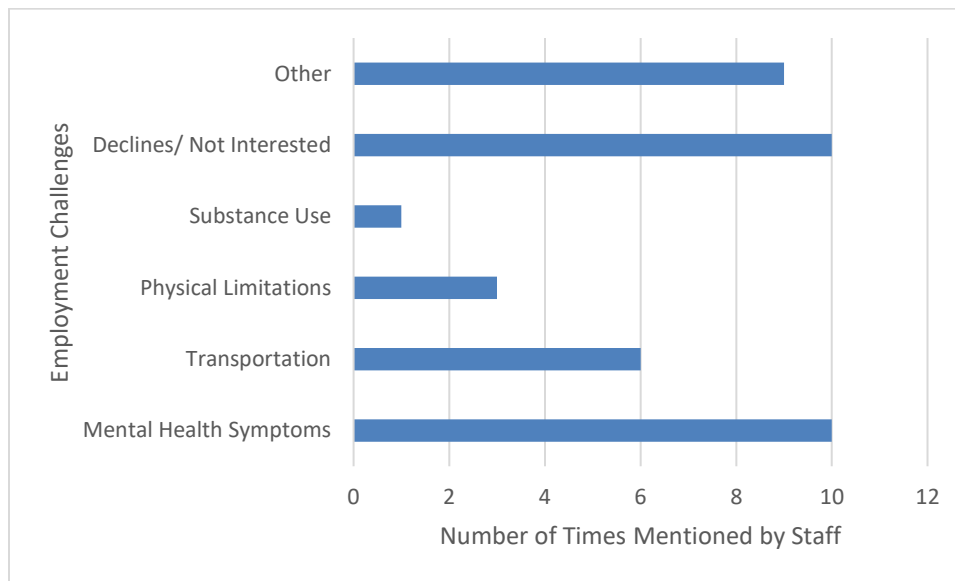
- Nine of 19 individuals had supported employment prescribed on their treatment plans (CRR Q11). Six of those nine individuals had services prescribed “as needed” or with a frequency beginning with zero. Of the remaining three individuals who had employment services prescribed with a measurable frequency, two were not receiving services at the frequency prescribed on the treatment plan (CRR Q11).
- One individual responded that he/she needed additional employment related services from CLM (CII Q61). All individuals responded they were getting employment supports and services *as often* as they felt they needed (CII Q62). Individuals are asked if they have enough support to achieve their employment goals. All but one felt that they did (CII Q63). One individual expressed needing help getting to the laundromat to ensure he/she had clean clothing available when searching and interviewing for employment (CII Q63). Types of employment services provided included time management, building relationships with colleagues, and completing an employment plan (CRR Q40). CLM staff also consistently met with individuals to discuss Supported Employment as an option and to determine if the individual's employment interests had changed.
- Six individuals responded they are employed (CII Q47); of those individuals, all have a competitive job (CII Q48), two work full-time and four work part-time (CII Q49), and one individual responded that he/she is interested in working more hours (CII Q51). For the purposes of this report, 20 hours or more is considered full-time, and less than 20 hours is considered part-time.
- For the 17 individuals who had employment needs identified in the ANSA or case management assessment (CRR Q32), and/or had employment goals prescribed on the treatment plan or identified in the case management plan (CRR Q34, CRR Q35), 15



individuals received employment services and supports that were in alignment with their employment needs or goals (CRR Q41).

- Responses from staff about challenges individuals face in finding and maintaining employment included lack of interest, lack of transportation, frequent hospitalizations, difficulty managing emotional or psychiatric symptoms, physical limitations, criminal history, limited interpersonal skills, and changing interests (SII Q46) (see Figure 6).

**Figure 6:** Employment Challenges Faced by Individual



- Staff identified seven individuals as having received employment related services in the past 12 months (SII Q50), and the provided services identified by staff were in alignment with the individuals' treatment plan goals (SII Q51). For six of seven individuals, staff responded that the services were helping the individuals' progress towards their employment goals (SII Q52).
- Examples of successes and progress for individuals receiving supported employment or other employment related services included keeping individuals interested and motivated, helping to complete a resume, and help obtaining and maintaining employment (SII Q52).
- Eight of the 19 individuals interviewed responded that someone had explained to them how employment may or may not affect their financial benefits (CII Q64). Staff also reported that this topic had been discussed with eight of the individuals interviewed (SII Q41).
- CLM offers supported employment services out of their offices in Derry and Salem. A Supported Employment Fidelity review was completed at CLM in July 2019. CLM scored a

112 out of a possible 125 points, which brings them into the Good Fidelity category range of a score between 100-114.

## **COMMUNITY INTEGRATION, CHOICE AND SOCIAL SUPPORTS**

Social networks and community relationships are key contributors to recovery. Studies have shown that individuals with a greater diversity of relationships and/or involvement in a broad range of social activities have healthier lives and live longer than those who lack such supports. Typically, people with mental illness may have social networks half the size of the networks among the general population. Perceptions of adequate social support are associated with several psychological benefits, including increased self-esteem, feelings of empowerment, functioning, quality of life, and recovery, while the absence of social support appears related to greater psychiatric symptoms, poorer perceptions of overall health, and reduced potential for full community integration.

### **Quality Indicator 11: Adequacy of Assessment of Social and Community Integration Needs**

Quality Indicator 11 corresponds to CMHA section VII.D.1. An assessment of the individual's social and community integration needs provides information to treatment planning team members that helps them determine whether the individual is integrated into his/her community and has choice, increased independence, and adequate social supports.

Nineteen individuals were scored for Quality Indicator 11. CLM received a score of 100%. Quality Indicator 11 consists of Measure 11a and Measure 11b. Individuals were scored as follows:

	YES	NO
<b>Measure 11a:</b> Assessment identifies individual's related social and community integration needs and preferences	19	0
<b>Measure 11b:</b> Assessment identifies individual's related social and community integration strengths	19	0

### **Additional Results**

- The ANSA includes several domains related to social and community integration needs and strengths. All of these related areas of the ANSA were completed for all individual(s) (CRR Q43, CRR Q44).
- Needs in these areas were identified for 17 out of 19 individuals (CRR Q46).

## Quality Indicator 12: Adequacy of Integration within the Community, Choice, Independence, and Social Supports

Quality Indicator 12 corresponds to CMHA section IV.B, IV.C, VII.A, and VII.D.4. An individual is determined to have been integrated into his/her community and to have choice, increased independence, and adequate social supports when he/she has flexible services and supports to acquire and maintain his/her personal, social, and vocational competency in order to live successfully in the community.

Nineteen individuals were scored for Quality Indicator 12. CLM received a score of 86%.

Quality Indicator 12 consists of Measures 12a-12m. Fourteen individuals did not have an inpatient psychiatric admission during the period under review and therefore were not applicable for Measure 12c. Two individuals did not have identified social support/community integration needs and therefore were not applicable for Measure 12j. Individuals were scored as follows:

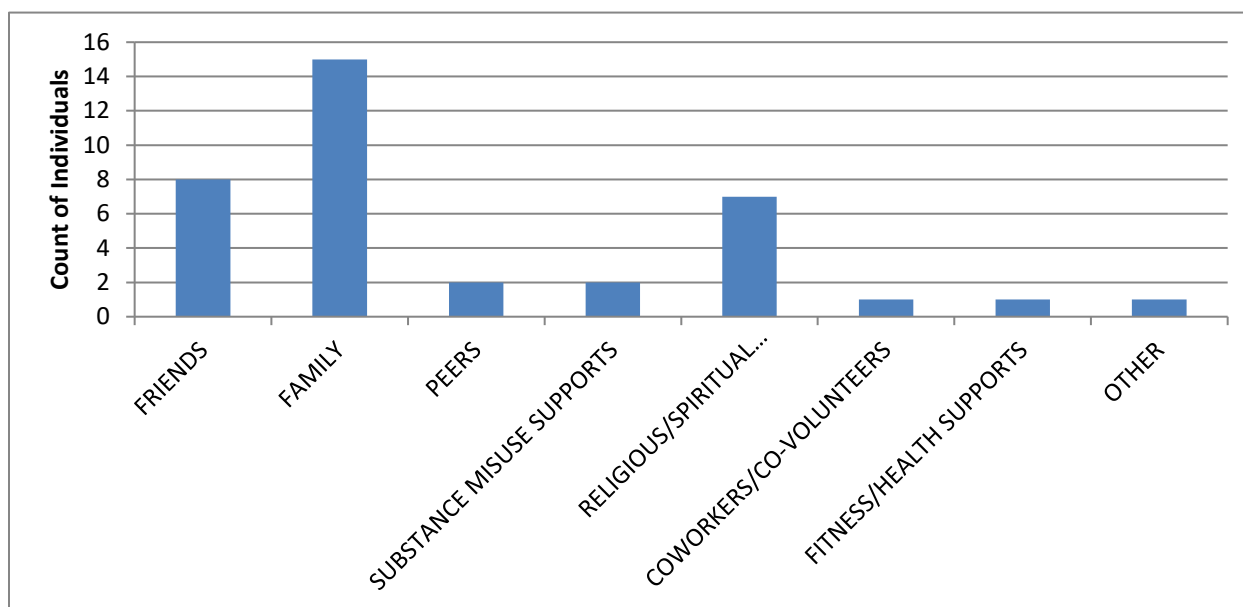
	YES	NO
<b>Measure 12a:</b> Individual is competitively employed	6	13
<b>Measure 12b:</b> Individual lives in an independent residence	19	0
<b>Measure 12c:</b> Individual (re)starts communication with natural support upon discharge from an inpatient psychiatric facility	3	2
<b>Measure 12d:</b> Individual is integrated in his/her community	14	5
<b>Measure 12e:</b> Individual has choice in housing	14	5
<b>Measure 12f:</b> Individual has choice in his/her treatment planning, goals and services	18	1
<b>Measure 12g:</b> Individual has the ability to manage his/her own schedule/time	19	0
<b>Measure 12h:</b> Individual spends time with peers and /or family	18	1
<b>Measure 12i:</b> Individual feels supported by those around him/her	18	1
<b>Measure 12j:</b> Efforts have been made to strengthen social supports if needed	12	5
<b>Measure 12k (OCR Q7):</b> Services are adequate to provide reasonable opportunities to support the individual to achieve increased independence and integration into the community	19	0

<b>Measure 12l (OCR Q11):</b> Services are adequate to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization	19	0
<b>Measure 12m (OCR Q13):</b> Services are adequate to live in the most integrated setting	19	0

### **Additional Results**

- Fourteen individuals responded they feel a part of their community (CII Q104). Staff reported that 17 of 19 individuals were integrated into their community (SII Q63). Eighteen of 19 individuals were able to identify at least one natural support with whom they spend time, with family and friends being the most frequently mentioned supports (CII Q98). Of the six individuals who were competitively employed (CII Q48), one individual identified spending time with people from work to support his/her recovery (CII Q98) (see Figure 7).

**Figure 7: Identified Natural Supports**



- One individual did not feel that he/she had an adequate support system (CII Q101) and that individual did not feel that CLM was helping him/her to improve his/her support systems (CII Q102).
- When asked if they had anything additional to share regarding their support systems, people were generally satisfied or felt that CLM would help them if needed. One person explained the challenges and ambivalence that can come with community support needs and accepting help (CII Q112).

“I feel that everyone does what they can, partly my fault I stop everything. It’s not that I don’t want to grow. It’s complicated; my symptoms and what I’m dealing with in my brain and my head.”

- Overall, no individuals reviewed were observed to need additional services to support their achieving increased independence and integration into the community (OCR Q7).
- Overall, no individuals reviewed were observed to need additional services to avoid harms and decrease the incidence of unnecessary hospital contacts (OCR Q11).
- Overall, all individuals reviewed were observed to be receiving the services necessary to live in the most integrated setting (OCR Q13) and all individuals reviewed were living in independent residences (CII Q27, SII Q20).

## **CRISIS SERVICES AND SUPPORTS**

Crises have a profound impact on persons living with severe mental illness<sup>3</sup>. A crisis is any situation in which a person’s behaviors puts them at risk of hurting themselves or others and/or when they are not able to resolve the situation with the skills and resources available. Mental health crises may include intense feelings of personal distress, obvious changes in functioning, or disruptive life events such as disruption of personal relationships, support systems, or living arrangements. It is difficult to predict when a crisis will happen. While there are triggers and signs, a crisis can occur without warning. It can occur even when a person has followed his/her treatment or crisis plan and used techniques they learned from mental health professionals. Availability of comprehensive and timely crisis services can serve to decrease the utilization of emergency departments, decrease involvement in the criminal justice system, and increase community tenure. Appropriate crisis services and supports are timely, provided in the least restrictive environment, strengths-based, and promote engagement with formal and informal natural supports.

### **Quality Indicator 13: Adequacy of Crisis Assessment**

Quality Indicator 13 corresponds to CMHA section V.C.1. A crisis assessment/screening is adequate if the assessment was conducted in a timely manner and identifies individual risks, protective factors, and coping skills/interventions.

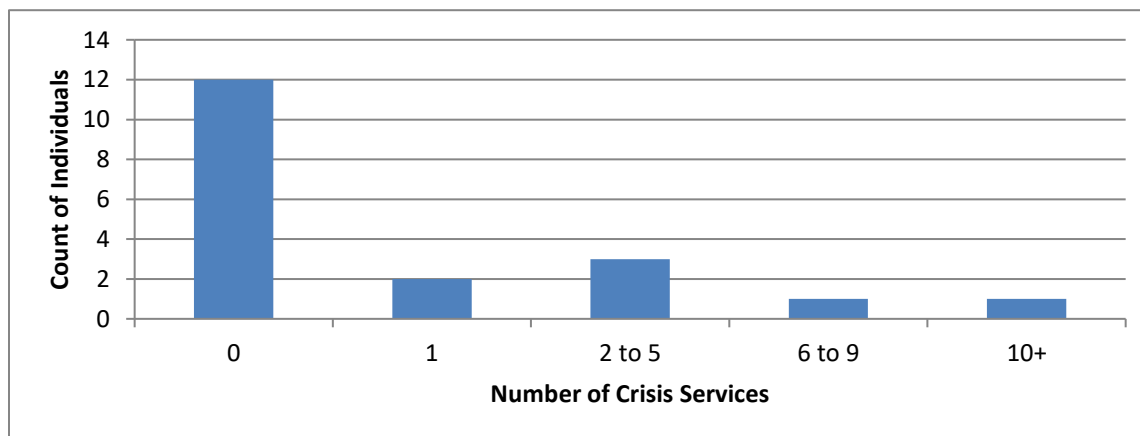
Four individuals were scored for Quality Indicator 13. CLM received a score of 81%. Quality Indicator 13 consists of Measure 13a, Measure 13b, Measure 13c, and Measure 13d. Of the 19 individuals interviewed, 15 individuals were considered not applicable for Indicator 13 because they did not use crisis services during the period under review or utilization of crisis services within the period under review was not endorsed by the client *and* the clinical record. Specifically, seven clinical records had documentation of crisis services being provided (CRR Q55) and four individuals endorsed receiving crisis services and answered the respective questions (CII Q69). When documentation and endorsements were analyzed in the CII and CRR, four individuals could be scored. Some of the additional results below include data from individuals who were not scored and are offered to provide CLM with more helpful information. Individuals were scored as follows:

	YES	NO
<b>Measure 13a:</b> Crisis assessment was timely	2	2
<b>Measure 13b:</b> Risk was assessed during crisis assessment	4	0
<b>Measure 13c:</b> Protective factors were assessed during crisis assessment	3	1
<b>Measure 13d:</b> Coping skills/interventions were identified during crisis assessment	4	0

### **Additional Results**

- One individual received 10 or more crisis services in the period under review (CRR Q56) (see Figure 8).

**Figure 8:** Crisis Services Received by all 19 Individuals in Period Under Review



- Two of four individuals responded that during a crisis they were “always” or “most of the time” able to get help quickly enough from CLM (CII Q75).
- Documentation of risk assessment was found in five of seven crisis notes reviewed (CRR Q57). In three of seven records, assessment of protective factors was identified in crisis service documentation (CRR Q57). In four of seven records, assessment of coping skills was identified in crisis service documentation (CRR Q57).
- Three of four individuals responded that CLM staff helped them manage while experiencing a crisis (CII Q71).

#### **Quality Indicator 14: Appropriateness of Crisis Plans**

Quality Indicator 14 corresponds to CMHA section VII.D.1. An appropriate crisis plan is person-centered and enables the individual to know and understand how to navigate and cope during a crisis situation.

Nineteen individuals were scored for Quality Indicator 14. CLM received a score of 79%.

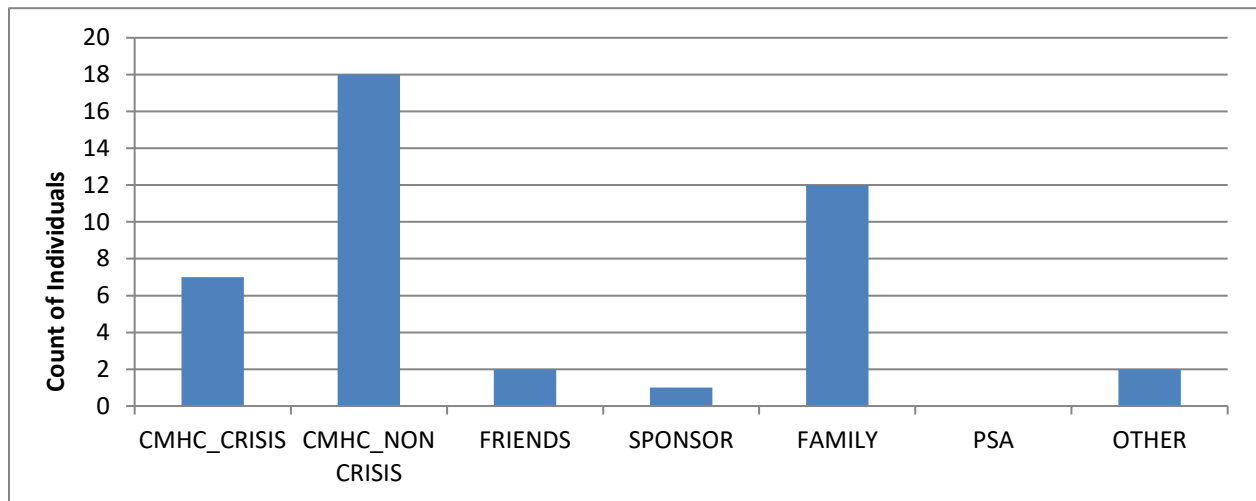
Quality Indicator 14 consists of Measure 14a and Measure 14b.

	YES	NO
<b>Measure 14a:</b> Individual has a crisis plan that is person-centered	11	8
<b>Measure 14b:</b> Individual has a knowledge and understanding of how to navigate and cope during a crisis situation	19	0

#### **Additional Results**

- Eight individuals did not have current crisis plans in their clinical records at the time of the review (CRR Q53). The 11 individuals that did have current crisis plans in their clinical records had crisis plans that were specific to the individual (CRR Q54).
- The most common response made by individuals regarding who they could call if having a mental health crisis was non-crisis CMHC staff followed by family (CII Q66). The individuals were asked an open-ended question and their responses were coded using the following categories (see Figure 9).

**Figure 9: Who the Individual Could Call if Having a Mental Health Crisis**



- Of the eight individuals who did not have current crisis plans, one individual had experienced a crisis within the past 12 months according to his/her clinical record (CRR Q55).

### **Quality Indicator 15: Comprehensive and Effective Crisis Service Delivery**

Quality Indicator 15 corresponds to CMHA section V.D.2.f and V.C.1. Crisis service delivery is comprehensive and effective when communication with treatment providers during the crisis event was adequate, communication with the individual was adequate, crisis service delivery was sufficient to stabilize the individual as quickly as practicable, crisis interventions occurred at the site of the crisis, and the individual was assisted in returning to his/her pre-crisis level of functioning.

For an individual to be scored for Quality Indicator 15, documentation of the crisis services received by the individual during the period under review must be found in the clinical record and both the staff and the individual interviewed need to endorse that a crisis service was provided during that period.

Four individuals were scored for Quality Indicator 15. CLM received a score of 63%. Quality Indicator 15 consists of Measures 15a-15e. Of the 19 individuals interviewed, 15 individuals were considered not applicable for Indicator 15 because they did not use crisis services during the period under review or utilization of crisis services within the period under review was not endorsed by the client, the staff, *and* the clinical record. Specifically, seven clinical records had



documentation of crisis services being provided (CRR Q55). Four individuals endorsed receiving crisis services and answered the respective questions (CII Q69), and seven staff endorsed individuals having received crisis services (SII Q53). When documentation and endorsements were analyzed for the CII, SII, and CRR, four individuals could be scored. Some of the additional results included below include data from individuals who were not scored to provide CLM with more helpful information. As CLM does not have a mobile crisis team, all individuals were considered not applicable for Measure 15d. Individuals were scored as follows:

	YES	NO
<b>Measure 15a:</b> Communication with treatment providers during crisis episode was adequate	4	0
<b>Measure 15b:</b> Communication with individual during crisis episode was adequate	2	2
<b>Measure 15c:</b> Crisis service delivery is sufficient to stabilize individual as quickly as practicable	1	3
<b>Measure 15d:</b> Crisis interventions occur at site of the crisis (if applicable)	0	0
<b>Measure 15e:</b> Individual was assisted to return to his/her pre-crisis level of functioning	3	1

### **Additional Results**

- Individuals are asked how staff at the mental health center have helped them manage while they are experiencing crises (CII Q71). One individual did not want to talk about his/her experience. One or more individuals indicated their crisis response was provided by hospital staff but that CMHC staff provided increased support following the crisis. One individual shared that CMHC staff helped him/her see that there was much more to live for. Individuals were also asked what would have been more helpful, if anything, regarding the crisis services they received (CII Q77). Responses included the following.

“I don't think I was reintegrated fast enough. Took a while to get into ACT team. I was admitted for about a month.”

“If I could have reached somebody and talked it would have helped a lot. [There was] poor communication among providers

when I was hospitalized; I never asked for CLM help during the crisis; this last time I reached out and they weren't there.”

- Crisis services were typically provided by CLM emergency services staff (SII Q58).
- All seven staff who endorsed individuals having received crisis services reported they received notification from a treatment provider (rather than directly from the individual, family, or friend) or were the direct provider of the crisis service themselves (SII Q56); all seven staff received notification within 24 hours (SII Q56); and all seven staff responded they received all of the information needed regarding the crisis episode (SII Q57).
- Two of four individuals who endorsed receiving crisis services during the period under review responded they did not feel supported by staff during their crisis (CII Q72).
- Two of four individuals who endorsed receiving crisis services during the period under review responded that staff “occasionally” or “never” explained things in a way that they understood during a crisis (CII Q73).
- Three of four individuals responded that they only “occasionally” felt that they had been able to get all the crisis/emergency supports and services they needed (CII Q74).
- Two of four individuals responded that they “occasionally” or “never” felt like they were able to get help quickly enough during a crisis (CII Q75).
- Of the seven clinical records reviewed for crisis services, three records contained documentation that the individual remained in the home/community setting following the most recent crisis service (CRR Q57).
- The one individual who had received 10 or more crisis services during the period under review (CRR Q56) had experienced two inpatient psychiatric admissions during the period under review (CRR Q68).
- Two of four individuals who endorsed receiving crisis services during the period under review responded that the crisis services received “never” helped them to feel like they did before the crisis (CII Q76).
- When asked about the steps taken to manage a psychiatric crisis (CII Q70), many individuals cited taking steps that were similar to how they responded to questions regarding who they could call during a crisis and what else they might do if they experienced a mental health crisis (CII Q66, CII Q67). Individuals also reported taking steps such as taking prescribed

medication, reaching out to people, rebuilding relationships, going to the emergency department, and listening to music.

- Five of seven staff responded that the crisis services helped the individual return to his/her pre-crisis level of functioning (SII Q59). All seven crisis service notes reviewed included a description of the plan for the individual to follow after the crisis contact (CRR Q57).
- When individuals were asked if they had anything additional to share regarding crisis services at CLM, most had nothing to add or generally felt that CLM did a good job. One or more individuals reported feeling that CLM “overreacted” to potential signs of crises or that CLM could be more helpful with exploring alternative treatment options (CII Q82).

“I’m under a [conditional discharge] that requires me to take medications. I want them to look at my diagnosis and see if I even need the medications; see if there are alternative [medications] I could take.”

“The overreaction is really obtrusive, such as ‘you look like you didn’t brush your hair; do you need to go to the hospital?’”

## **ACT SERVICES AND SUPPORTS**

ACT is characterized by a team approach, in vivo services, a shared caseload, flexible service delivery, and crisis management 24 hours a day, 7 days a week. Services are comprehensive and highly individualized and are modified as needed through an ongoing assessment and treatment planning process. Services vary in intensity based on the needs of the persons served. ACT has been identified as an effective model for providing community-based services for persons whose needs and goals have not been met through traditional office-based treatment and rehabilitation services.

As an evidence-based psychiatric rehabilitation practice, ACT provides a comprehensive approach to service delivery to consumers with SMI or SPMI. ACT uses a multi-disciplinary team, which typically includes a psychiatrist, a nurse, and at least two case managers. ACT is characterized by: (1) low individual to staff ratios, (2) providing services in the community rather than in the office, (3) shared caseloads among team members, (4) 24-hour staff

availability, (5) direct provision of all services by the team (rather than referring consumers to other agencies), and (6) time-unlimited services.

### **Quality Indicator 16: Adequacy of ACT Screening**

Quality Indicator 16 corresponds to CMHA section VII.D.1. Adequate ACT screening takes place at initiation of CMHC services, during quarterly treatment plan reviews, and upon discharge from emergency room and hospital-based psychiatric treatment. Adequate ACT screening of individuals for appropriateness of services results in timely enrollment of ACT services.

Nineteen individuals were scored for Quality Indicator 16. CLM received a score of 100%. Quality Indicator 16 consists of Measure 16a and Measure 16b. Individuals were scored as follows:

	YES	NO
<b>Measure 16a:</b> ACT screening was completed	19	0
<b>Measure 16b:</b> Individual receives ACT services when appropriate	19	0

### **Additional Results**

- The majority of CLM staff demonstrated sufficient knowledge regarding ACT criteria, the referral process at CLM, and how ACT would or would not benefit the individuals based on their level of functioning, diagnosis, history of hospitalization, and other factors (SII Q10, SII Q12). CLM's process involves a referral made to ACT which the ACT leader then reviews prior to reviewing with the team.
- All individuals had been screened for ACT (CPD Q16, CRR Q58).
- Of the 19 individuals reviewed, there were no individuals who met ACT criteria who were not on ACT (SII Q11, SII Q13). Sixteen of 19 individuals were reported to meet ACT criteria (SII Q11). There were two individuals currently on ACT who were in the process of graduating due to improved level of functioning and the individuals no longer needing ACT level of services (SII Q12).

### **Quality Indicator 17: Implementation of ACT Services**

Quality Indicator 17 corresponds to CMHA section V.D.2.b and V.D.2.c. ACT service delivery is adequate when ACT services are provided to the individual at the appropriate intensity, frequency, and duration; use a team approach; occur in the home and/or community; and the individual's ACT team collaborates with community providers. Unlike traditional services, ACT is intended to vary the intensity and frequency of contacts to meet the changing needs of individuals. ACT services may be titrated when an individual needs more or fewer services. For the purposes of Quality Indicator 17, the QSR looks at ACT service delivery at an individual level rather than looking at each component of the ACT program the way an ACT Fidelity Review does.

Eighteen individuals were scored for Quality Indicator 17. CLM received a score of 67%. Quality Indicator 17 consists of Measure 17a, Measure 17b, Measure 17c, and Measure 17d. Of the 19 individuals interviewed, one individual was not receiving ACT services and therefore not applicable for scoring. Individuals were scored as follows:

	YES	NO
<b>Measure 17a:</b> ACT services are delivered at appropriate intensity, frequency, and duration	12	6
<b>Measure 17b:</b> ACT services are provided using a team approach	12	6
<b>Measure 17c:</b> ACT services are provided in the home/community	7	11
<b>Measure 17d:</b> ACT team collaborates with community providers	17	1

### **Additional Results**

Data from the clinical records regarding ACT services was gathered for each individual based on an average of the four complete weeks preceding the QSR review, not including the most recent week. Data from this QSR regarding the ACT services provided to 18 individuals indicates the following:

- Eleven individuals had an average minimum of 85 minutes of face-to-face contact with their ACT Team during each of the four complete weeks prior to the QSR; seven individuals did not (CRR Q63).

- Six individuals had an average of three or more face-to-face contacts with ACT Team staff per week during each of the four complete weeks prior to the QSR; 12 individuals did not (CRR Q64).
- All 18 individuals responded they received all the ACT services they needed from their ACT Team (CII Q21).
- Seventeen individuals responded they saw their ACT staff as often as they felt was needed; one individual responded they did not (CII Q25).
- Twelve individuals had face-to-face contact with an average of more than one different ACT Team staff during each of the four complete weeks prior to the QSR; six individuals did not (CRR Q62).
- Ten individuals had 60% or more of their ACT services provided in the community; eight individuals did not (CRR Q65). Of note, five individuals and two staff indicated that the individual preferred to meet in the office (CII Q23, SII Q17). One staff indicated that one or more individuals were meeting in the office as opposed to home or community to work towards graduating from ACT.
- Successful ACT teams have several specific positions/specialties, including a psychiatrist or APRN, psychiatric nurse, employment specialist, master's level clinician, substance abuse specialist, a team leader, and a peer specialist. At the time of the QSR review, CLM's ACT team had greater than 70% of these specific/specialty ACT positions filled (CRR Q66).
- Staff endorsed that they had collaborated with community providers on behalf of 17 of the 18 individuals (SII Q18). Staff identified collaborating with a variety of providers and community agencies, including hospitals, DHHS, guardians, medical providers, social security, and jails.
- Center for Life Management (CLM) underwent an Assertive Community Treatment (ACT) Fidelity review on March 28 and March 29, 2019. Out of a possible total score of 140, Center for Life Management scored 113, which brings them to the Full Implementation category of a score between 113-140. Quality improvement plans are developed for all items scoring a three or less and CLM has 5 items in this score range. Items that CLM scored a 5 on included; Small Caseload, Team Approach, Program Meeting, Practicing ACT Leader, Nurse on Team, Explicit Admission Criteria, No Dropout Policy, Assertive Engagement Mechanisms and Dual Disorders Model. The item that CLM scored the lowest on (score of 1)

was Co-occurring Disorder Treatment Groups. Currently the CLM team is focusing on improving the following items; Community Based Services, Intensity of Services, Frequency of Contact, and Co-occurring Disorder Treatment Groups.

## **TRANSITION/DISCHARGE FROM INPATIENT PSYCHIATRIC SETTINGS**

Per the CMHA, VII.C.1, the state will collect information related to both successful and unsuccessful transitions process. Successful transitions are interrelated with other QSR quality indicators regarding housing, CMHC and community supports, crisis services, and employment services. Successful transition from inpatient psychiatric care to outpatient services requires care coordination that supports health, safety, and welfare.

### **Quality Indicator 18: Successful transition/discharge from an inpatient psychiatric facility**

Quality Indicator 18 corresponds to CMHA section VI.A.7. A transition is considered successful when the individual was involved in the discharge planning process, in-reach by the community mental health center occurred, the individual returned to appropriate housing, service provision has the outcome of increased community integration, coordination of care occurred, and the individual was not readmitted to an inpatient psychiatric facility within 90 days.

Five individuals were scored for Quality Indicator 18. CLM received a score of 91%. Quality Indicator 18 consists of Measures 18a-18g. Of the 19 individuals interviewed, 14 individuals were considered not applicable for Indicator 18 because they did not have an inpatient psychiatric admission during the period under review or an inpatient psychiatric admission during the period under review was not endorsed by the client, the staff, *and* the clinical record. Individuals were scored as follows:

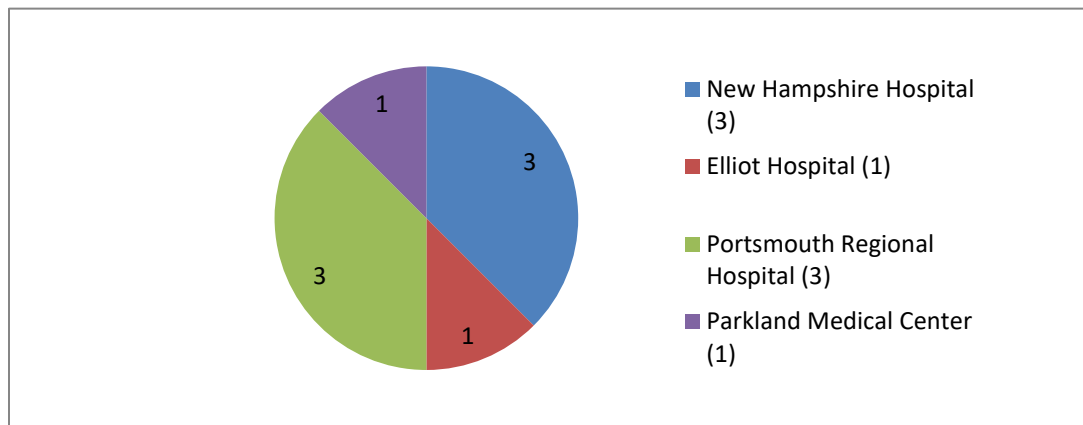
	YES	NO
<b>Measure 18a:</b> Individual was involved in the inpatient psychiatric facility discharge planning process	5	0
<b>Measure 18b:</b> In-reach occurred between the community mental health center and the inpatient psychiatric facility and/or individual	5	0
<b>Measure 18c:</b> Individual returned to appropriate housing following inpatient psychiatric discharge	5	0
<b>Measure 18d:</b> Service provision following inpatient psychiatric discharge has the outcome of increased community integration	2	3

<b>Measure 18e:</b> Coordination of care was adequate during inpatient psychiatric admission/discharge	5	0
<b>Measure 18f:</b> Absence of 90 day readmission to an inpatient psychiatric facility	5	0
<b>Measure 18g (OCR Q11):</b> Services are adequate to avoid harms and decrease incidence of unnecessary hospital contacts and/or institutionalization	5	0

### **Additional Results**

- Eight inpatient admissions occurred during the period under review. Of the five individuals who had a psychiatric admission, three individuals had two distinct admissions, and two individuals had one distinct admission (CRR Q68).
- Three admissions were at New Hampshire Hospital (CRR Q69) (see Figure 10).

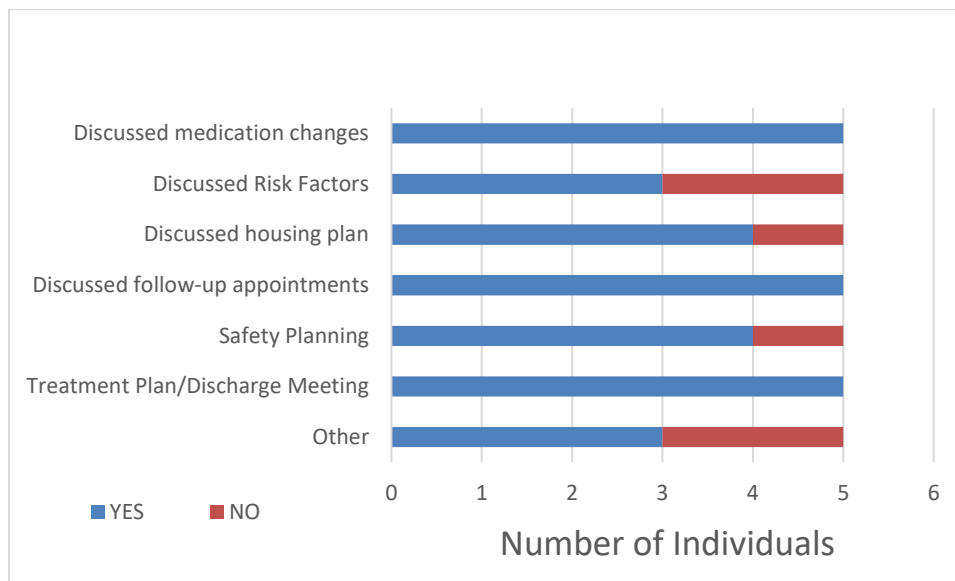
**Figure 10:** Inpatient Psychiatric Admissions



- All five individuals reported being involved in their discharge planning (CII Q85), and evidence of client involvement was found in four of five clinical records (CRR Q76). The individuals that endorsed being involved in their discharge planning process identified having participated in the following activities to plan their return home (CII Q85) (see Figure 11).



**Figure 11: Individual's Involvement in Discharge Planning**



- In-reach and communication between CLM and the psychiatric facility and/or individual occurred for all five individuals (CRR Q71, CII Q72, CII Q89, SII Q74).
- All five individuals returned to housing that was appropriate (CII Q92, SII Q71).
- One of five individuals recalled talking with a community provider about services in the community prior to his/her discharge (CII Q83).
- Three of five individuals felt that returning home after their discharge did not significantly disrupt their normal routine (CII Q93 and CII Q95). The two individuals that did feel the transition home was significantly disruptive to their normal routine reported that it exacerbated other medical issues and that the lengthy hospitalization made others worry and caused them to need to explain what had occurred when they returned home. One individual also felt that it was difficult to not be viewed by his/her past mistakes. Staff added that the hospitalization resulted in a conditional discharge for one individual which was disruptive to the individual as daily check-ins by CLM were now required and this required that the individual be at home at certain times (CII Q93, SII Q78).
- All five individuals who had an inpatient psychiatric admission during the period under review had discharge instructions in the clinical record (CRR Q70); staff endorsed that all five individuals had appointments with CLM scheduled prior to discharge (SII Q73), and all five individuals attended an appointment with CLM within seven days of discharge (CRR

Q73). The amount of time between discharge and the individual's first appointment with CLM ranged from the same day as discharge to four days from discharge.

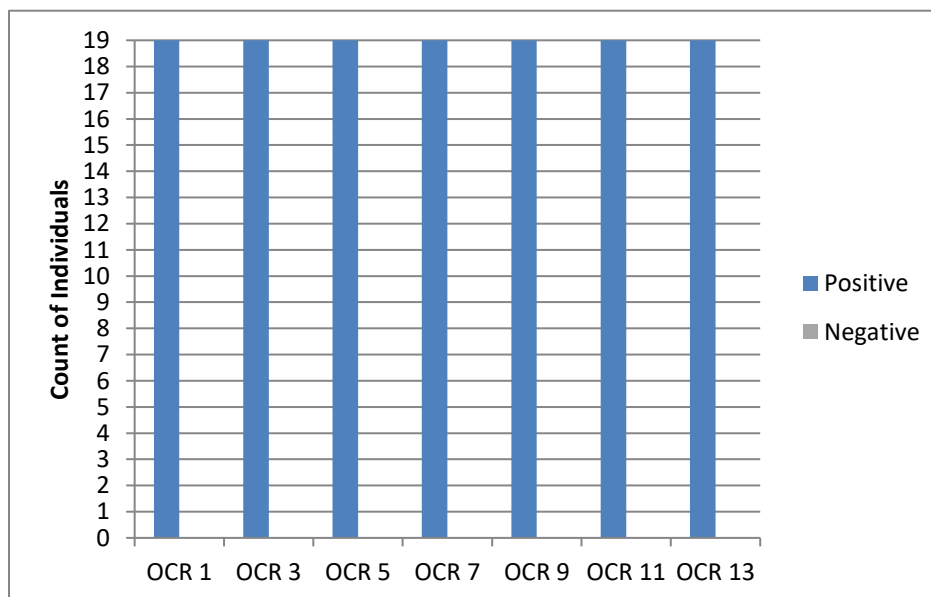
- None of the individuals reviewed had a readmission within 90 days (CRR Q69).
- Overall, all individuals reviewed were observed to be receiving services and supports to assist with avoiding harms and decrease the incidence of unnecessary hospital contacts (OCR Q11).

## Overall Client Review

Upon the completion of the clinical record review, client interview, and staff interview, an Overall Client Review (OCR) is completed by the QSR Review Team for each individual assigned to that team. The OCR consists of 14 questions (see Appendix 6: Overall Client Review) intended to capture an overall determination of whether the services received by the individual adequately allow him/her to meet the CMHA outcomes and, when applicable, provide a description of what was not adequate as evidenced by information gathered from the clinical record review, the client interview, and/or the staff interview. Additionally, clients are asked about their overall satisfaction with the CMHC and if they have anything additional to add to their interview responses (CII Q113, CII Q114).

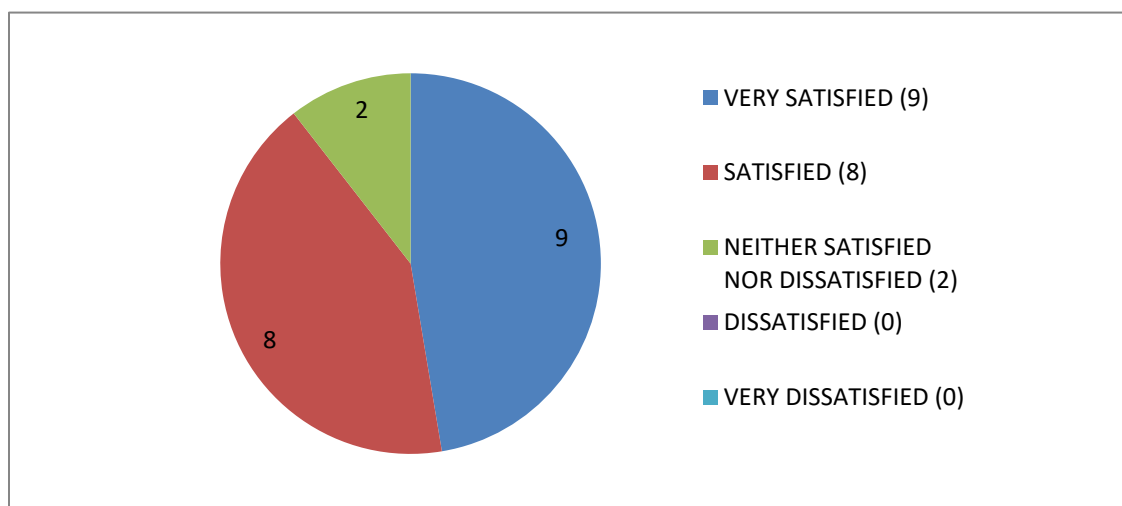
Of the 19 individuals reviewed, all individuals achieved the OCR outcomes (see Figure 12).

**Figure 12:** Overall Client Review Results



The majority of individuals were very satisfied with the services they were receiving (CII Q113) (see Figure 13).

**Figure 13: Overall Client Satisfaction**



Individuals are asked if they have anything else to share regarding their experiences at the mental health center and the services they have received (CII Q114). Those individuals who chose to share spoke positively about CLM, including that the reception staff was excellent and that CLM was helpful to them, helped keep them on track, and were there for them, aside from some concern about staff turnover.

“I just think everyone is wonderful, and their hearts are in the right places.”

“They’re good to have in my life; they help me stay on track and are there for me when I’m having problems...just a good agency.”

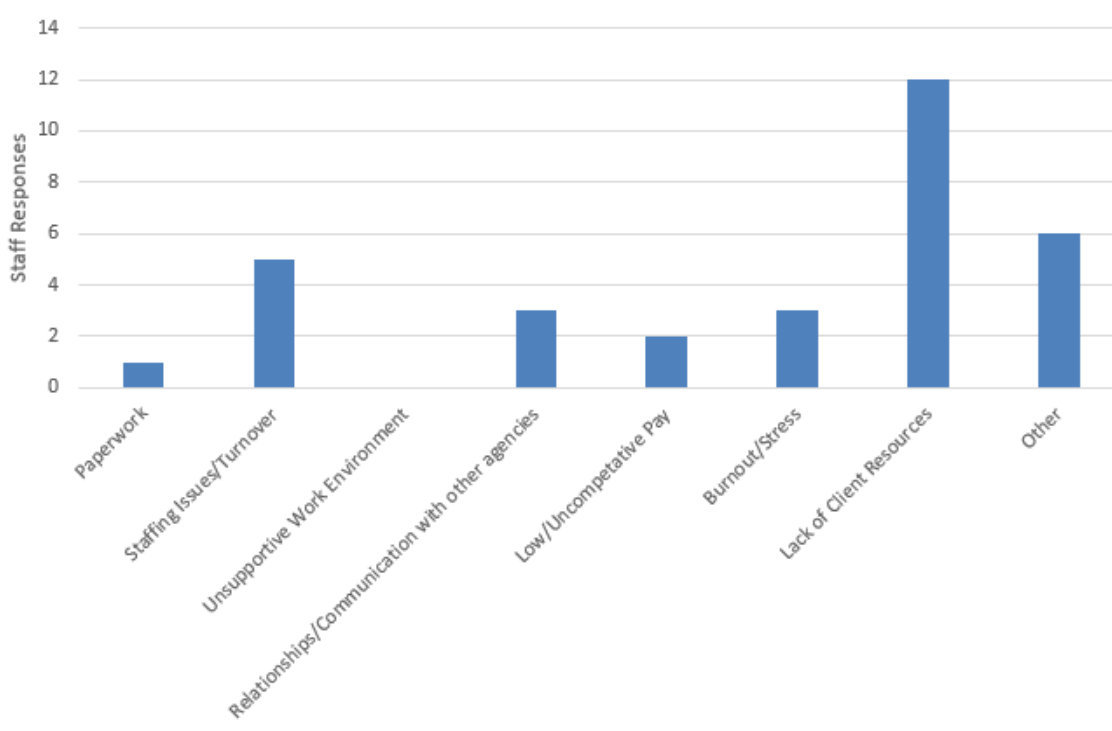
## CLM STAFF FEEDBACK SECTION

Staff are asked several questions regarding the overall challenges and positive aspects of working at the mental health center as well as their thoughts and opinions regarding the mental health delivery system in the State of New Hampshire (SII Q84, SII Q85, SII Q86).

Regarding barriers, challenges, and gaps staff face at CLM (SII Q84), the most common theme voiced by staff was lack of resources in the area, specifically housing and transportation as well

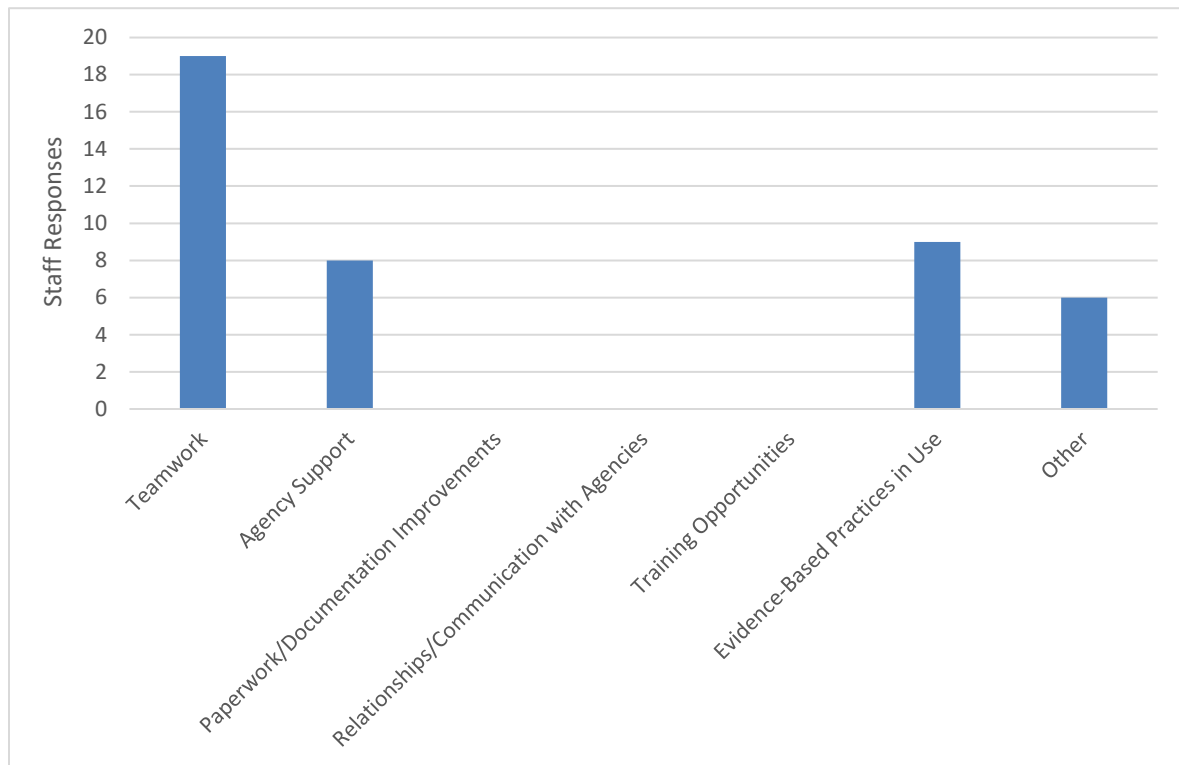
as services for the aging population. Several staff also mentioned challenges due to frequent staff turnover. One or more staff mentioned the challenge of engaging clients in services when they are there as a result of probate commitment, challenge of work-life balance and separating work from home, inability of clients to pay out-of-pocket for services not covered by insurance, low staff pay, and lack of available guardian slots.

**Figure 14: CLM Barriers, Challenges, Gaps**



Regarding what is working well at CLM and the services provided to individuals (SII Q85), there was a strong sense of teamwork from CLM staff. Staff also spoke highly of various evidence-based practices they utilize such as ACT and Illness Management Recovery (IMR). Staff also mentioned areas of strengths such as the ability to try different approaches, good accountability, and strong communication.

**Figure 15: “What’s Working Well at CLM”**



When asked more generally about the mental health delivery system in New Hampshire (SII Q86), the lack of available services and the issue of individuals waiting in emergency departments for inpatient psychiatric beds were mentioned most frequently, although one person did acknowledge that the issue of wait times is slightly better than it had been.

## ***VI. CMHA Substantive Provisions***

New Hampshire’s CMHCs provide mental health services to individuals through contract with the State. As such, compliance with certain provisions of the CMHA and achievement of identified outcomes is determined through the evaluation of the services provided by the CMHCs. The following conclusions regarding the CLM’s achievement of the CMHA provisions and outcomes is based on the quantitative and qualitative data collected during the QSR, ACT fidelity reviews, SE fidelity reviews, BMHS contract monitoring info, and information from DHHS databases.

### **1. Crisis Services Outcomes**

- a. **Provision V.C.1(c)** - Stabilize individuals as quickly as practicable and assists them in returning to their pre-crisis level of functioning.

- i. **Conclusion:** CLM met this provision as evidenced by Measure 15e where three of four individuals (75%) who received a crisis service were assisted with returning to their pre-crisis level of functioning.
- b. **Provision V.C.1.d** - Provide interventions to avoid unnecessary hospitalization, incarceration, and/or DRF, APRTP, emergency room, or nursing home admission.
  - i. **Conclusion:** CLM met this provision as evidenced by a score of 74% for the Crisis domain and OCR Q11, where all 19 individuals reviewed (100%) were determined to be receiving adequate services to avoid harms and decrease the incidence of unnecessary hospital contacts.

## 2. ACT Outcomes

- a. **Provision V.D.2 (b)** - ACT services are able to deliver comprehensive, individualized, and flexible services to meet the needs of the individual.
  - i. Compliance with Provision V.D.2 (b) is based upon Quality Indicator 3, Quality Indicator 17, and the number of individuals meeting OCR Q1, OCR Q3, and OCR Q5.
  - ii. **Conclusion:** CLM did not meet this provision as evidenced by a score of 67% for Quality Indicator 17: Implementation of ACT Services. All other data points relevant to this provision are as follows:
    - 1. For Quality Indicator 3: Adequacy of Individual Service Delivery and those individuals receiving ACT services, CLM scored 97%.
    - 2. All individuals receiving ACT services received services consistent with the individual's demonstrated need (OCR Q1).
    - 3. All individuals receiving ACT services did not have indication of needing additional services that had not already been identified in either the assessment and/or treatment plan (OCR Q3).
    - 4. All individuals receiving ACT services received all of the services and supports they needed to ensure their health, safety, and welfare (OCR Q5).
- b. **Provision V.D.2 (c)** - ACT services are customized to an individual's needs and vary over time as needs change, and provide a reasonable opportunity to live independently in the community.
  - i. Compliance with Provision V.D.2 (c) is based on Quality Indicator 2: Appropriateness of Treatment Planning, Quality Indicator 5: Appropriateness of Housing Treatment

Planning, Quality Indicator 6: Adequacy of Individual Housing Service Delivery, Quality Indicator 7: Effectiveness of Housing Services Provided, Quality Indicator 9: Appropriateness of Employment Treatment Planning, Quality Indicator 10: Adequacy of Individual Employment Service Delivery, Quality Indicator 12: Individual is Integrated into his/her Community, Has Choice, Increased Independence, and Adequate Social Supports; and the number of individuals meeting OCR Q7, OCR Q11, and OCR Q13.

ii. **Conclusion:** CLM met this provision as evidenced by the following:

1. Those receiving ACT services had a total average score of 88% for the Quality Indicators 2, 5, 6, 7, 9, 10, and 12.
2. All individuals receiving ACT services received adequate services that provide reasonable opportunities to support the individual to achieve increased independence and integration in the community (OCR Q7).
3. All individuals receiving ACT services received adequate services to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization (OCR Q11).
4. All individuals receiving ACT services received adequate services to live in the most integrated setting (OCR Q13).

c. **Provision V.D.2 (f)** - ACT services de-escalate crises until the crises subside without removing the individuals from their homes and/or community programs.

i. **Conclusion:** CLM met this provision as evidenced by an average score of 74% for the Crisis domain for individuals receiving ACT services.

### 3. Supported Housing Outcomes

a. **Provision V.E.1** - Supported housing meets individuals' needs.

i. **Conclusion:** CLM did not meet this provision as evidenced by a score of 68% for Quality Indicator 5: Appropriate Housing Treatment Planning. All other data relevant to this provision includes:

1. A score of 95% for Quality Indicator 6: Adequate Individual Housing Service Delivery.

b. **Provision V.E.1 (a)** - Support services enable individuals to attain and maintain integrated affordable housing, and are flexible and available as needed and desired.

- i. **Conclusion:** CLM met this provision as evidenced by a score of 93% for the Housing domain and OCR Q9, where all individuals reviewed received services adequate to obtain and maintain stable housing (OCR Q9).

#### 4. **Supported Employment Outcomes**

- a. **Provision V.F.1 (part 1)** - Provide supported employment services consistent with the Dartmouth evidence-based model.
  - i. **Conclusion:** CLM met this provision as evidenced by the Supported Employment Fidelity Review in July 2019. Out of a possible total score of 125, CLM scored 112, which brings them to the Good Fidelity category range of a score between 100-114.
- b. **Provision V.F.1 (part 2)** - Provide supported employment services in the amount, duration, and intensity to allow the opportunity for individuals to work the maximum number of hours in integrated community settings consistent with their individual treatment plan.
  - i. **Conclusion:** CLM met this provision as evidenced by a score of 78% for Quality Indicator 10: Adequacy of Individual Employment Service Delivery.

#### 5. **Family Support Programs Outcome**

- a. **Provision V.G.1** - The State will have an effective family support program to meet the needs of families of individuals throughout the State.
  - i. **Conclusion:** While the Family Support Program is outside the purview and scope of the QSR, the following information is provided by BMHS contract monitoring. This provision is met as evidenced by the services NAMI NH provides in Region X.
    - 1. In SFY19, NAMI NH provided a variety of support groups including:
      - NAMI NH Derry Family Support Group for those with an adult loved one living with mental illness. The group meets twice a month and has over 80 members with an average monthly attendance of 11 people.
      - Two Facebook Support Groups: one for parents/caregivers of youth with serious emotional disturbance with a total of 504 members, of whom 143 were new members during the reporting period, and one for family members with an adult loved one living with mental illness with a total of 708 members, of whom 209 were new to the group during the reporting period. While it is



difficult to ascertain exactly how many members live in each town, NAMI NH is aware that there are members who reside in Region X.

2. NAMI NH provided one-to-one support to a total of nine Region X families in SFY19: four families with an adult loved one living with mental illness and five families with children with serious emotional disturbance.
3. NAMI NH responded to 12 Information and Resource contacts in SFY19.
4. NAMI NH offered its Family-to-Family signature education program (delivered in 12 sessions) twice in Derry to a total of 42 participants. In addition, NAMI NH In Our Own Voice speakers (individuals living with mental illness who are trained to share their personal stories of hope and recovery) provided seven presentations for families and patients at the Behavioral Health Unit at Parkland Medical Center during the past year.

#### 6. Peer Support Programs Outcome

- a. **V.G.2** - The State will have an effective peer support program to help individuals develop skills in managing and coping with symptoms of illness, in self-advocacy, and in identifying and using natural supports. The peer support program will train peers who have personal experience with mental illness and recovery to deliver the peer services and supports.
  - i. **Conclusion:** While the peer support program is outside the purview and scope of the QSR, the following information is provided by BMHS contract monitoring. This provision is met as evidenced by the services that On The Road To Wellness (OTRTW) provides in Region X.
    1. OTRTW is the peer support agency serving the catchment area of the Center for Life Management with offices located in Derry.
    2. Peer supports and services include individual and group peer support, peer advocacy, rights advocacy, outreach, telephone support, Wellness Recovery Action Plan training, monthly newsletters, fundraising, educational events, and assistance with educational and vocational pursuits. In SFY19, OTRTW offered the following groups and educational events:
      - i. Laughing group
      - ii. Principles of Intentional Peer Support
      - iii. Smoking cessation

- iv. Automatic negative thoughts
  - v. Creative arts
  - vi. Recovery topics
  - vii. Tasks and values
  - viii. Stress management and relaxation
  - ix. Self-care
  - x. Men's group
  - xi. Women's group
  - xii. Understanding and managing your emotions
  - xiii. More than a label
  - xiv. Conversations of hope
3. For SFY19, various OTRTW staff were trained in Intentional Peer Support, and Wellness Recovery Action Planning
  4. OTRTW had 49 unique members/participants attend during the fiscal year with an average daily attendance of four people.
  5. OTRTW received 19 calls for peer support and made an additional 194 outreach calls.
  6. Four of the 19 individuals interviewed stated they had utilized a peer support agency in the past 12 months (CII Q110).

## **7. Community Integration Outcome**

- a. **Provision IV.B and VII.A** - Provide services, programs, activities in the most integrated setting appropriate to meet needs and are sufficient to provide reasonable opportunities to help individuals achieve increased independence and gain greater integration into the community.
  - i. Compliance with Provision IV.B. and VII.A is based on Measure 3b: Service Delivery is flexible to meet individual's changing needs and goals; Measure 7a: Housing Supports and services enable individual to meet/progress towards identified housing goals; Quality Indicator 12: Individual is Integrated into his/her Community, Has Choice, Increased Independence, and Adequate Social Supports; and the number of individuals meeting OCR Q7, OCR Q11, and OCR Q13.
  - ii. **Conclusion:** CLM met this provision as evidenced by:
    1. The average of individuals who scored "Yes" for Measure 3b (18 of 19 individuals received services that were flexible to meet their changing needs and

goals) and Measure 7a (all 19 individuals received housing supports and services to enable them to meet/progress toward their identified housing goals) was 97%.

2. For Quality Indicator 12, CLM scored 86%.
3. All individuals reviewed received adequate services that provide reasonable opportunities to support the individual to achieve increase independence and integration in the community (OCR Q7).
4. All individuals reviewed received adequate services to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization (OCR Q11).
5. All individuals reviewed received adequate services to live in the most integrated setting (OCR Q13).

## **8. Health, Safety and Welfare Outcome**

- a. **Provision VII.A** - Ensure individuals are provided with the services and supports they need to ensure their health, safety, and welfare. Health, safety, and welfare are implicit through the totality of the Quality Service Review process.
  - i. **Conclusion:** CLM met this provision as evidenced by an average score of 84% for the seven domains and OCR Q5, with all individuals receiving all of the services and supports they need to ensure health, safety, and welfare.

## **9. Obtain and Maintain Stable Housing Outcome**

- a. **Provision VII.A** - Services and supports are of good quality and sufficient to provide reasonable opportunities to help individuals obtain and maintain stable housing.
  - i. **Conclusion:** CLM met this provision as evidenced by a score of 93% for the Housing domain.

## **10. Avoid Harms and Decrease the Incidence of Hospital Contacts and Institutionalization Outcome**

- a. **Provision VII.A** - Services and supports are of good quality and sufficient to provide reasonable opportunities to avoid harms and decrease the incidence of hospital contacts and institutionalization.
  - i. Compliance with Provision VII.A is based on the rate of re-hospitalizations (CRR Q69), the Crisis domain, and OCR Q11.
  - ii. **Conclusion:** CLM met this provision as evidenced by:

1. None of the five individuals who experienced an inpatient psychiatric admission were re-hospitalized within 90 days (CRR Q69).
2. For the Crisis domain, CLM received a score of 74%.
3. All individuals received services adequate to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization (OCR Q11).

## ***VII. Areas in Need of Improvement***

CLM scored above the 80% threshold for 12 of the 18 quality indicators. Based on the QSR data, the following six quality indicators scored below the 80% threshold and are identified for incremental improvement over the next year:

1. *Increase the percentage of individuals with appropriate housing treatment planning* (Quality Indicator 5).
2. *Increase the percentage of individuals receiving adequate employment assessments/screenings* (Quality Indicator 8).
3. *Increase the percentage of individuals receiving adequate individualized employment service delivery* (Quality Indicator 10).
4. *Increase the percentage of individuals with appropriate crisis plans* (Quality Indicator 14).
5. *Increase the percentage of individuals receiving effective crisis service delivery* (Quality Indicator 15).
6. *Increase the implementation of adequate ACT services* (Quality Indicator 17).

For additional information and data related to these areas in need of improvement, please reference Section V. “CENTER FOR LIFE MANAGEMENT QSR Findings” and the “Additional Results” listed under the respective quality indicator.

## ***VIII. Next Steps***

Within 30 calendar days of receipt of this final report, CLM is to complete and submit the DHHS Quality Improvement Plan (QIP) template for review by the BMHS Administrator of Operations and the BQAI Program Planning and Review Specialist.

## ***IX. Addendum***

Center for Life Management had an opportunity to review the QSR initial report during a 15-day review period and submitted no feedback about the content of the report.

## ***References***

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1. SAMHSA, Person- and Family-Centered Care and Peer Support, (2017, January 20)  
retrieved from <https://www.samhsa.gov/section-223/care-coordination/person-family-centered>
2. 28 C.F.R., Part 35, Section 130 and Appendix A
3. SAMHSA, “Practice Guidelines: Core Elements in Responding to Mental Health Crises”,  
Rockville, Maryland, SAMHSA 2009
4. Temple University Collaborative on Community Inclusion, “Natural Supports”,  
[http://tucollaborative.org/pdfs/Toolkits\\_Monographs\\_Guidebooks/relationships\\_family\\_friends\\_intimacy/Natural\\_Supports.pdf](http://tucollaborative.org/pdfs/Toolkits_Monographs_Guidebooks/relationships_family_friends_intimacy/Natural_Supports.pdf)

## ***Appendices***

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### **Appendix 1: List of CMHC QSR Instruments**

#### **1. Client Profile-CMHC**

A Client Profile is completed by the CMHC prior to the beginning of the on-site portion of the QSR for each individual scheduled to be interviewed. It provides information regarding demographics, eligibility, inpatient psychiatric admission(s), CMHC crisis services contacts, ACT, SE, legal involvement, accommodation(s) needed, guardian status, and information for reviewers to know that will help make the interview successful.

#### **2. Client Profile-DHHS**

The Client Profile-DHHS is developed by a DHHS Data Analyst and is completed prior to the beginning of the on-site portion of the QSR for each individual scheduled to be interviewed. It provides information on the frequency of services provided to each individual including ACT, SE and crisis services. It also includes admission and discharge dates of inpatient psychiatric admissions at New Hampshire Hospital or any of the other Designated Receiving Facilities (DRF).

#### **3. CMHC Profile**

The CMHC Profile is completed by the CMHC prior to the start of the on-site review portion of the QSR. The profile provides overview information that helps the QSR reviewers become familiar with the CMHC. The profile includes descriptive information about the services the CMHC offers to eligible adults and identifies evidence based services, crisis services, available community supports, general practices and staffing information.

#### **4. Clinical Record Review (CRR)**

A CRR is completed by the QSR review team, either remotely or during the on-site portion of the QSR, for each individual scheduled to be interviewed. The CRR includes domains on assessment and treatment planning, provision of services and supports, ACT, job related services, housing supports, crisis services, natural supports, and transitions from Glencliff Home or inpatient psychiatric admissions.

5. Client Interview Instrument (CII)

A CII is completed during the on-site portion of the QSR for each individual interviewed. An individual may be accompanied by his/her guardian or someone else that the individual has indicated would be a support. The CII includes sections on treatment planning, services provided, ACT, SE and job related services, housing supports, crisis services, natural supports and transitions from inpatient psychiatric admissions. A final question invites individuals to share additional information about their experiences at the CMHC and the services they received.

6. Staff Interview Instrument (SII)

For each individual interviewed, an SII is completed with a staff person selected by the CMHC who is familiar with the individual, his/her treatment plan, the services he/she receives at the CMHC and activities that he/she participates in outside of the CMHC. The SII includes sections on treatment planning, services provided, ACT, SE and job related services, housing supports, crisis services, natural supports and transitions from inpatient psychiatric admissions. Final questions invite staff to share additional information regarding the CMHC and the services provided to the individual.

7. Overall Client Review (OCR)

Upon the completion of the clinical record review, client interview, and staff interview, an Overall Client Review (OCR) is completed by the QSR Review Team for each individual assigned to that team. The OCR consists of 14 questions intended to capture an overall determination of whether the services received by the individual adequately allow him/her to meet the CMHA outcomes, and when applicable, provide a description of what was not adequate as evidenced by information gathered from the clinical record review, the client interview and the staff interview.



## Appendix 2: Indicator 1 Scoring Example

Client	SAMPLE		1	1a										1b			1c				1d					
			Adequacy of Assessment	Assessments identify individual's needs and preferences										Assessments identify individual's strengths				Assessment information was gathered through face to face appointment(s )		Assessments and TX plans have adequately identified service needs						
	ACT	IPA	79%	YES	NO	NA	CR R	CRR Q4	CR R	CR R	CRR Q10	SII Q3	YES	NO	NA	CR R	CR R	CII Q4	YES	NO	NA	SII Q2	YES	NO	NA	OCR Q3
Apple	NO ACT	IPA	100%	X		0	YES	YES	YES	0	YES	YES	X		0	YES	0	NO	X		0	YES	X			NO
Blossom	ACT	NO IPA	100%	X		0	YES	YES	YES	0	YES	NO	X		0	YES	0	YES	X		0	YES	X			NO
Cherry	ACT	IPA	75%	X		0	YES	YES	YES	0	YES	NO	X		0	YES	0	YES		X	0	NO	X			NO
Dahlia	NO ACT	IPA	25%		X	0	YES	NO	NO	NO EVID	YES	YES		X	0	NO	0	NO	X		0	YES		X		YES
Echinacea	NO ACT	NO IPA	100%	X		0	YES	YES	YES	0	YES	NO	X		0	YES	0	YES	X		0	YES	X			NO
Flowers	ACT	NO IPA	75%	X		0	YES	YES	YES	0	YES	NO	X		0	YES	0	YES		X	0	NO	X			NO
N=6			475	5	1		6Y/ON	5Y/1N	5Y/1N		6Y/ON	2Y/4N	5	1		5Y/1N	4Y/2N	4	2		4Y/2N	5	1	1 YES=		
			NonACT= 75%																						5 No=	
			ACT= 83%																							

### Appendix 3: CMHC QSR Abbreviated Master Instrument

ASSESSMENT/TREATMENT PLANNING/SERVICE DELIVERY	
1	Adequacy of assessment (CMHA VII.D.1)
1a	Assessments identify individual's needs and preferences.
1b	Assessments identify individual's strengths.
1c	Assessment information was gathered through face to face appointment(s) with the individual
1d	OCR Q3 Additional services are needed that have not been identified in assessments or on the treatment plan
2	Appropriateness of treatment planning (CMHA VII.D.1; V.D.2.f)
2a	Treatment planning is appropriately customized to meet the individual's needs and goals
2b	Treatment planning is person-centered and strengths based
2c	OCR Q3 Assessments and treatment plans have adequately identified service needs
3	Adequacy of Individual service delivery (CMHA VII.D.1; V.D.2.b; V.D.2.c)
3a	Services are delivered with appropriate intensity, frequency, and duration
3b	Service delivery is flexible to meet individual's changing needs and goals
3c	Services are delivered in accordance with the service provision(s) on the treatment plan
3d	OCR Q1 Frequency and intensity of services are consistent with the individual's demonstrated need
3e	OCR Q3 Additional services are needed that have not been identified in assessments or on the treatment plan
3f	OCR Q5 Services and supports ensure health, safety, and welfare
HOUSING SERVICES AND SUPPORTS	
4	Adequacy of housing assessment (CMHA VII.D.1)
4a	Individual needs are adequately identified
5	Appropriateness of housing treatment planning (CMHA V.E.1.a)
5a	Treatment Plans are appropriately customized to meet the individual's housing needs and goals
6	Adequacy of individual housing service delivery (CMHA IV.B; V.E.1.a; VII.D.1,4)
6a	Housing support services are provided with appropriately intensity, frequency, and duration to meet individual's changing needs and goals
6b	Housing supports and services are provided at the intensity, frequency, and duration as seen necessary by the individual
6c	OCR Q9 Services are adequate to obtain an maintain stable housing

- |    |   |
|----|---|
| 7  | Effectiveness of the housing services provided (CMHA VII.A)                                       |
| 7a | Housing Supports and services enable individual to meet/progress towards identified housing goals |
| 7b | Housing supports and services enable individual to maintain safe housing                          |
| 7c | Housing supports and services enable individual to maintain stable housing                        |
| 7d | Housing supports and services enable individual to be involved in selecting their housing         |
| 7e | OCR Q9 Services are adequate to obtain and maintain stable housing                                |

#### EMPLOYMENT SERVICES AND SUPPORTS

- |     |  |
|-----|--|
| 8   | Adequacy of employment assessment/screening (CMHA VII.D.1)   |
| 8a  | Individual needs are adequately identified   |
| 8b  | Individuals received a comprehensive assessment of employment needs and preferences when applicable.                                     |
| 9   | Appropriateness of employment treatment planning (CMHA V.F.1)  |
| 9a  | Treatment plans are appropriately customized to meet the individual's changing needs and goals   |
| 10  | Adequacy of individual employment service delivery (CMHA IV.B; V.F.1; VII.B.1, 4; VII.D.4)   |
| 10a | Service delivery is provided with the intensity, frequency, and duration needed to meet the individual's changing needs employment needs |
| 10b | Employment Services and supports are meeting individual's goals  |

#### COMMUNITY INTEGRATION, CHOICE, AND SOCIAL SUPPORTS

- |     |   |
|-----|---|
| 11  | Adequacy of Assessment of social and community integration needs (CMHA VII.D.1)   |
| 11a | Assessment identifies individuals' related needs and preferences  |
| 11b | Assessment identifies individuals' related strengths  |
| 12  | Individual is integrated into his/her community, has choice, increased independence, and adequate social supports (CMHA IV.B,C; VII.A; VII.D.4) |
| 12a | Individual is competitively employed  |
| 12b | Individual lives in an independent residence  |
| 12c | Individual (re)starts communication with natural support upon discharge from an inpatient psychiatric facility                                  |
| 12d | Individual is integrated in his/her community   |
| 12e | Individual has choice in housing  |
| 12f | Individual has choice in their treatment planning, goals and services   |
| 12g | Individual has the ability to manage his/her own schedule/time  |
| 12h | Individual spends time with peers and/or family   |

12i	Individual feels supported by those around him/her
12j	Efforts have been made to strengthen social supports if needed
12k	OCR Q7 Services are adequate to provide reasonable opportunities to support the individual to achieve increased independence and integration in to the community
12l	OCR Q11 Services are adequate to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization
12m	OCR Q13 Services are adequate to live in the most integrated setting
CRISIS SERVICES AND SUPPORTS	
13	Adequacy of crisis assessment (CMHA V.C.1)
13a	Assessment was timely
13b	Risk was assessed
13c	Protective factors were assessed
13d	Coping skills/interventions were identified
14	Appropriateness of crisis plans (CMHA VII.D.1)
14a	Individual has a crisis plan that is person centered
14b	Individual has a knowledge and understanding of how to navigate and cope during a crisis situation
15	Comprehensive and effective crisis service delivery (CMHA V.D.2.f; V.C.1)
15a	Communication with treatment providers was adequate
15b	Communication with individual was adequate
15c	Crisis service delivery is sufficient to stabilize individual as quickly as practicable
15d	Crisis interventions occur at site of the crisis (if applicable)
15e	Individual is assisted to return to his/her pre-crisis level of functioning
ACT SERVICES AND SUPPORTS	
16	Adequacy of ACT screening (CMHA VII.D.1)
16a	ACT screening was completed
16b	Individual receives ACT services when appropriate
17	Implementation of ACT Services (CMHA V.D.2.b; V.D.2.c)
17a	ACT services are delivered at appropriate intensity, frequency, and duration
17b	ACT services are provided using a team approach
17c	ACT services are routinely provided in the home/community
17d	ACT team collaborates with community providers
IPA TRANSITION/DISCHARGE	

- |     |  |
|-----|--|
| 18  | Successful transition/discharge from inpatient psychiatric facility (CMHA VI. A.7)   |
| 18a | Individual was involved in the discharge planning process  |
| 18b | There was In-reach by the community mental health center   |
| 18c | Individual returned to appropriate housing   |
| 18d | Service provision has the outcome of increased community integration   |
| 18e | Coordination of care   |
| 18f | Absence of 90 day readmission to an inpatient psychiatric facility   |
| 18g | OCR Q11 Services are adequate to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization |

#### **Appendix 4: Center for Life Management Agency Overview**

The Center for Life Management (CLM) was established circa 1967 as a community-based mental health provider serving the needs of children, adolescents, adults and their families. CLM is approved from September 1, 2015 through August 31, 2020 as a Community Mental Health Program per the State of New Hampshire Administrative Rule He-M 403. CLM is designated as a CMHP for Region 10 which encompasses 12 cities and towns within Rockingham and Hillsborough counties.

CLM offices in Derry and Salem serve adults with a severe (SMI) or severe and persistent mental illness (SPMI). CLM provides a range of services including intake assessment services, psychiatric diagnostic and medication services, psychiatric emergency services, targeted case management services, individual, group, and family psychotherapy. CLM's Evidenced Based Practices (EBPs) include Assertive Community Treatment (ACT), Supported Employment (SE), Illness Management and Recovery (IMR) and Wellness for Work vocational focused IMR group, and Integrated Dual Disorders Treatment (IDDT) services for persons with co-occurring Mental Illness and Substance Use. Best practices at CLM include Dialectical Behavior Therapy (DBT), and the In-SHAPE health mentoring and development program designed to improve physical health and quality of life, reduce the risk of preventable diseases, and enhance the life expectancy of individuals with serious mental illness. Additionally CLM offers Inter-agency Dual Diagnosis and Collaborative Care services with Northeast Rehab and Community Crossroads to enhance wrap around supports and address the complex care needs of people with both mental health and intellectual disorders.

CLM has four HUD funded programs that provide rental assistance vouchers for previously homeless individuals with mental illness or other disabling conditions.

CLM provides psychiatric emergency assessment and outreach services at community locations. CLM's Emergency Services (ES) clinicians provide 24-hour crisis evaluation assessments at Parkland Medical Center (PMC) including all the medical units, the Behavioral Health Unit, and the Partial Hospital Program. CLM ES clinicians continue to deliver IMR and crisis intervention services to patients boarded in PMC's Emergency Room waiting for admission to an inpatient psychiatric unit.

There are two hospitals, PMC and Hampstead Hospital (HH), which provide inpatient psychiatric services in the CLM catchment area. PMC, located in Derry, has an 18-bed adult unit with four dedicated Designated Receiving Facility beds for involuntary treatment. HH, located in Hampstead, has voluntary units specializing in mental health, developmental disabilities, and medical detox from addictive substances.

## Appendix 5: Year-to-Year Comparison

Indicator	SFY 18	SFY 19	SFY 20	3-Year Overall Change
1. Adequacy of Assessment	91%	94%	96%	5%
2. Appropriateness of treatment planning	100%	93%	96%	-4%
3. Adequacy of individual service delivery	93%	87%	96%	3%
4. Adequacy of Housing Assessment	100%	100%	100%	0%
5. Appropriate of Housing Treatment Plan	84%	72%	68%	-16%
6. Adequacy of individual housing service delivery	94%	83%	95%	1%
7. Effectiveness of Housing supports provided	89%	84%	95%	6%
8. Adequacy of employment assessment/screening	68%	92%	68%	0%
9. Appropriateness of employment treatment planning	70%	100%	100%	30%
10. Adequacy of individual employment service delivery	70%	88%	78%	8%
11. Adequacy of Assessment of social and community integration needs	100%	100%	100%	0%
12. Individual is integrated into his/her community, has choice, increased independence, and adequate social supports	83%	84%	86%	3%
13. Adequacy of Crisis Assessment	83%	69%	81%	-2%
14. Appropriateness of crisis plans	74%	92%	79%	5%
15. Comprehensive and effective crisis service delivery	58%	56%	63%	5%
16. Adequacy of ACT Screening	100%	100%	100%	0%
17. Implementation of ACT Services	61%	45%	67%	6%
18. Successful transition/discharge from the inpatient psychiatric facility	67%	71%	91%	24%
AVERAGE:	83%	84%	87%	4%

Shaded cells indicate areas that required a QIP in the corresponding year



## Appendix 6: Overall Client Review (OCR)

### OVERALL CLIENT REVIEW (OCR)

The following 14 questions and responses are intended to capture an overall evaluation of whether the services received by the individual adequately allow him/her to meet the overall outcomes set forth in the CMHA. The intention is also to provide suggestions and feedback on what additional services or resources would help the individual to meet those outcomes.

Take into consideration all information gathered from interviews and the record review when completing the Overall Client Review.

OCR Q1	Is the frequency and intensity of services consistent with the individual's demonstrated need? Yes or No. <input type="text"/> If YES, Skip to OCR Q3
OCR Q2	What is not consistent with the individual's demonstrated need? Please provide justification for your response. <input type="text"/>
OCR Q3	Does the individual receive all the services he/she needs, and if not, have the needs at least been identified in either assessments or addressed in case management and/or treatment plans? Yes or No? <input type="text"/> If YES, Skip to OCR Q5
OCR Q4	What additional services are needed? Please provide justification for your response. <input type="text"/>
OCR Q5	Is the individual receiving all of the services and supports he/she needs to ensure health, safety, and welfare? Yes or No. <input type="text"/> If YES, Skip to OCR Q7
OCR Q6	What additional services are needed? Please provide justification for your response. <input type="text"/>
OCR Q7	Is the individual receiving adequate services that provide reasonable opportunities to support the individual to achieve increased independence and integration into the community? Yes or No. <input type="text"/> If YES, Skip to OCR Q9
OCR Q8	What additional services are needed? Please provide justification for your response. <input type="text"/>
OCR Q9	Is the individual receiving adequate services to obtain and maintain stable housing? Yes or No. <input type="text"/> If YES, Skip to OCR Q11
OCR Q10	What additional services are needed? Please provide justification for your response. <input type="text"/>
OCR Q11	Is the individual receiving adequate services to avoid harms and decrease the incidence of unnecessary hospital contacts and/or institutionalization? Yes or No. <input type="text"/> If YES, Skip to OCR Q13
OCR Q12	What additional services are needed? Please provide justification for your response. <input type="text"/>
OCR Q13	Is the individual receiving adequate services to live in the most integrated setting? Yes or No. <input type="text"/> If YES, Skip to OCR Completion Tracking Chart
OCR Q14	What additional services are needed? Please provide justification for your response. <input type="text"/>